

# Annual Budget

Fiscal Year 2007 - 2008



*Midlands  
Technical  
College*

Columbia, South Carolina

**Midlands Technical College**  
**Annual Budget**  
**Fiscal Year 2007-2008**

**Table of Contents**

|                                                                                                       |           |
|-------------------------------------------------------------------------------------------------------|-----------|
| President's Letter .....                                                                              | <u>1</u>  |
| Transmittal Letter.....                                                                               | <u>2</u>  |
| <br><b>ORGANIZATIONAL/PLANNING SECTION</b>                                                            |           |
| Principal Officials .....                                                                             | <u>7</u>  |
| <b>About the College</b>                                                                              |           |
| Profile of Midlands Technical College .....                                                           | <u>11</u> |
| Statements of Vision, Mission, Role and Scope and Values .....                                        | <u>13</u> |
| <b>College Organization</b>                                                                           |           |
| Organizational Charts .....                                                                           | <u>17</u> |
| Descriptions and Services of Divisions .....                                                          | <u>19</u> |
| <b>Goals and Priority Initiatives</b>                                                                 |           |
| College-Wide Goals and Priority Initiatives.....                                                      | <u>25</u> |
| Divisional Goals and Priority Initiatives.....                                                        | <u>28</u> |
| <b>Planning Processes</b>                                                                             |           |
| Strategic Planning Process .....                                                                      | <u>35</u> |
| Linking the Budget to Strategic Planning.....                                                         | <u>38</u> |
| Budget Planning Process.....                                                                          | <u>39</u> |
| Master Facility Process .....                                                                         | <u>43</u> |
| <br><b>FINANCIAL SECTION</b>                                                                          |           |
| <b>Combined Funds</b>                                                                                 |           |
| Financial Policies .....                                                                              | <u>47</u> |
| Fund Structure and Function.....                                                                      | <u>50</u> |
| The 2007-2008 Combined Budget.....                                                                    | <u>53</u> |
| Combined Funds, 2007 - 2008 Budgetary Statement of<br>Resources, Uses and Changes in Net Assets ..... | <u>55</u> |
| Combined Funds, Three Year Comparative Statement .....                                                | <u>56</u> |
| <b>General Operating Funds</b>                                                                        |           |
| General Operating Funds, Three Year Comparative Statement .....                                       | <u>57</u> |
| Major Revenues (Sources).....                                                                         | <u>58</u> |
| Operating Expenses Budgeted .....                                                                     | <u>64</u> |
| Net Assets and Changes in Net Assets .....                                                            | <u>67</u> |
| Budgeted Transfers .....                                                                              | <u>68</u> |
| <b>Capital Budget</b>                                                                                 |           |
| Capital Expenditures.....                                                                             | <u>71</u> |
| Construction Fund, Three Year Comparative Statement .....                                             | <u>72</u> |
| Capital Funding Uses – Construction .....                                                             | <u>73</u> |
| Renewal and Replacement Fund, Three Year Comparative Statement.....                                   | <u>78</u> |
| Capital Funding Uses – Renewal and Replacement .....                                                  | <u>79</u> |
| Investment in Plant Fund, Three Year Comparative Statement .....                                      | <u>80</u> |
| Capital Funding Uses – Investment in Plant.....                                                       | <u>81</u> |

## **Other Funds**

|                                                                    |                           |
|--------------------------------------------------------------------|---------------------------|
| Debt Service Fund, Three Year Comparative Statement.....           | <a href="#"><u>85</u></a> |
| Debt Service Fund Uses.....                                        | <a href="#"><u>86</u></a> |
| Enterprise Campus Authority, Three Year Comparative Statement..... | <a href="#"><u>88</u></a> |
| Enterprise Campus Authority Fund Uses .....                        | <a href="#"><u>89</u></a> |

## **STATISTICAL SECTION**

*(All schedules in this section apply to fiscal years 2002 - 2007 unless otherwise stated)*

|                                                                              |                            |
|------------------------------------------------------------------------------|----------------------------|
| Net Assets by Component.....                                                 | <a href="#"><u>94</u></a>  |
| Other Changes in Net Assets .....                                            | <a href="#"><u>95</u></a>  |
| Expenses by Function .....                                                   | <a href="#"><u>96</u></a>  |
| Expenses by Use .....                                                        | <a href="#"><u>97</u></a>  |
| Revenues by Source.....                                                      | <a href="#"><u>98</u></a>  |
| Annual Tuition and Fees, South Carolina Public Two-Year Institutions         |                            |
| Last Ten Academic Years.....                                                 | <a href="#"><u>100</u></a> |
| Admissions, Enrollment and Degree Statistics Last Ten Academic Years .....   | <a href="#"><u>102</u></a> |
| Credit Student Enrollment Percentages by County Last Ten Academic Years..... | <a href="#"><u>104</u></a> |
| Ratios of Outstanding Debt Last Ten Fiscal Years.....                        | <a href="#"><u>105</u></a> |
| Bond Coverage Last Ten Fiscal Years.....                                     | <a href="#"><u>107</u></a> |
| Demographic and Economic Statistics Last Ten Calendar Years .....            | <a href="#"><u>108</u></a> |
| Principal Employers by County .....                                          | <a href="#"><u>109</u></a> |
| Faculty and Staff Statistics.....                                            | <a href="#"><u>110</u></a> |
| Schedule of Capital Asset Information by Function.....                       | <a href="#"><u>111</u></a> |

## **OTHER DATA**

|                                                               |                            |
|---------------------------------------------------------------|----------------------------|
| Glossary .....                                                | <a href="#"><u>115</u></a> |
| Appendix A – Organizational Performance Results               |                            |
| (Excerpt from the State Mandated Accountability Report) ..... | <a href="#"><u>118</u></a> |
| Appendix B – Major Capital Needs Cash Flow 10 Year Plan ..... | <a href="#"><u>134</u></a> |
| Appendix C – Five Year Facility Plan.....                     | <a href="#"><u>138</u></a> |
| Appendix D – Priorities for 2007-2008 .....                   | <a href="#"><u>142</u></a> |
| Appendix E – Priorities for 2006-2007.....                    | <a href="#"><u>143</u></a> |

# PRESIDENT'S LETTER

February 26, 2008



Members of the Midlands Technical College Commission and the Community:

I am pleased to present to you the Annual Budget for the fiscal year ending June 30, 2008. This document contains the MTC's financial plan for operations during this fiscal year.

In an environment where we strive to build on the successes of prior years and additional services are required by its stakeholders, the College continues to use the resources entrusted to it in a prudent and judicious manner. MTC has made every effort to minimize increases in tuition to students, while still embracing the competitive challenges that are obstacles to our ability to carry out our mission.

This year's budget takes into account the College's efforts to expand access to the individuals and businesses of its service area. MTC recently opened the Batesburg-Leesville Education Center. Educational offerings at the new center include general education courses, as well as career, developmental and continuing education programs. The College is also in the beginning stages of constructing a new Classroom and Theater Building on the Harbison Campus. MTC was honored this year to receive an *SC on the Move Award* from US Senator Jim DeMint. This award is a testimony to the College's extraordinary work in providing a public service while maximizing limited resources.

This is the second submission of the MTC's Annual Budget to the Government Finance Officers Association of the United States and Canada Distinguished Budget Presentation Awards Program, which recognizes exemplary budget documentation by state, provincial and local colleges. I would like to express my appreciation to those at the College who contributed to the budgeting process and to the preparation of this document.

Respectfully,

A handwritten signature in black ink, reading "Marshall White Jr." in a cursive script.

Dr. Marshall (Sonny) White, Jr.  
President



# TRANSMITTAL LETTER

February 26, 2008

To: Midlands Technical College Commission, the President, the Executive Council and the Community served by Midlands Technical College:

We are pleased to present the *Annual Budget* of Midlands Technical College for the fiscal year 2007-2008. This budget was developed with the following short-term initiatives in mind:

- Maintain affordable tuition rates while providing for needs that are critical to the College's commitment to provide quality teaching and learning for students.
- Maintain funding that provides for retention of the exceptional faculty and staff employed by the College.
- Increase the number of permanent full time faculty and temporary staff positions in response to a reduction that has occurred over the past several years.

Affordability remains a challenge to MTC as it prepared this budget. Appropriations to higher education lag as the State struggles to meet competing priorities. The State's financial outlook is not expected to significantly change its growth pattern during this budget year. While the State may not reduce expenditures for higher education, the College cannot reasonably expect an increase in state support. Thus, maintaining the current level of funding in the future essentially translates to a budget reduction, since the College anticipates increased demand on its resources with limited ability to pass these costs on to students.

The Commission annually reviews tuition to establish the base tuition fee for credit students, as required by college policy. The College makes every effort to keep increases to a minimum and in line with the Higher Education Price Index (HEPI). The HEPI is an inflation index designed for higher education that is used to project future budget increases for colleges and universities. The 2008 fiscal year budget includes a

five percent tuition increase, which matches with the HEPI.

Several factors contribute to the College's ability to maintain affordable tuition rates for students in its service area. First is the ongoing investment in technology. Budgeted funds not used at fiscal year end are reallocated for equipment, software and consulting services that position the College to be more efficient. Second is the use of contractual rather than permanent full-time employees, which are more expensive because of the associated benefit costs.

Additionally grants and fundraising activities through the MTC Foundation provide resources that maintain lower costs to students.

The College values its employees who are the thread that makes it strong and successful in fulfilling its mission. The College recognizes the importance of attracting and retaining excellent and diverse faculty and staff who collectively create a positive learning environment as outlined in its Statement of Values. As key

faculty and staff retire, the need to recruit, retain and develop exceptional employees is even more critical as the College prepares for its future. The administration set a priority in the current budget to supplement the amount provided by the State for salary increases for the College to remain competitive in retaining its exceptional faculty and staff.

Legislative initiatives that provide parity funding, or more equitable distribution of state dollars based on the funding formula, have provided additional resources from the State for this budget year. Approximately \$1.0 million will be used for initiatives that include additional faculty and contractual staff positions, disability services interpreters, marketing, advertising, promotion and recruitment, which all focus on needs of the under-prepared and diverse student populations.

The 2008 fiscal year combined revenue budget is \$166,346,431, an increase of \$3,241,756 over the prior year. The increase includes approximately \$1.8 million in tuition revenue, approximately \$2.1 million in new state dollars, (which is comprised of parity funding of approximately \$1.0 million, state pay



increases of approximately \$0.7 million and the regular state allocation of approximately \$0.4 million), approximately \$0.3 million in additional funding from the counties for operation and maintenance of plant, and the remaining amount represents a net decrease in grant funding for scholarships from federal and state sources. The budget for federal Pell grants to students and the state's lottery tuition assistance program is based on eligibility and is estimated based on the prior year actual.

The combined expense budget for this year is \$165,692,080, an increase of \$2,812,681. Expense increases include salary and benefit costs of approximately \$3.2 million, additional faculty positions of approximately \$0.4 million, approximately \$0.2 million for expenses funded from legislative initiatives, and operating costs for the Harbison classroom building, net of approximately \$1.0 million decrease in scholarships. Further details of the budget are included in the financial section of this document.

This is the College's second submission to the Government Finance Officers Association (GFOA) of

the United States and Canada for the Distinguished Budget Presentation Awards Program. We would like to express sincere appreciation to all employees in the Business Affairs and Advancement Divisions for their assistance in development, design, editing, printing and publication of this document. For more information regarding this budget, please contact Debbie M. Walker at [walkerd@midlandstech.edu](mailto:walkerd@midlandstech.edu) or call (803) 822-3269.

Sincerely,

*Ronald L. Rhames*

Dr. Ronald L. Rhames  
Midlands Technical College  
Senior Vice President for Business Affairs

*Debbie M. Walker*

Debbie M. Walker, CGFO, M.B.A.  
Midlands Technical College  
Associate Vice President for Business Affairs



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# ORGANIZATIONAL/ PLANNING SECTION

*The organizational/planning section provides the reader with information about Midlands Technical College and its organization, planning processes, goals, initiatives and priorities.*





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# MIDLANDS TECHNICAL COLLEGE

## PRINCIPAL OFFICIALS

### COMMISSION MEMBERS AND OFFICERS

| <b>Commissioner</b>            | <b>County</b> | <b>Term Expires</b> |
|--------------------------------|---------------|---------------------|
| Ronald H. Burkett, Chair       | Lexington     | November 16, 2010   |
| Harriet G. Fields, Vice Chair  | Richland      | July 31, 2008       |
| Christopher M. Joye, Treasurer | Lexington     | July 31, 2011       |
| James Smith, Secretary         | Richland      | July 31, 2009       |
| Katie M. Bolden                | Richland      | July 31, 2008       |
| Robert F. Dozier, Jr.          | Richland      | July 31, 2009       |
| Robert C. Lentz                | Richland      | July 31, 2011       |
| Judith Litman Lindau           | Richland      | July 30, 2011       |
| David S. Murray, Jr.           | Lexington     | May 11, 2011        |
| Peter E. Sercer                | Lexington     | November 16, 2011   |
| Robert P. Wilkins, Jr.         | Lexington     | November 16, 2008   |

### EXECUTIVE COUNCIL

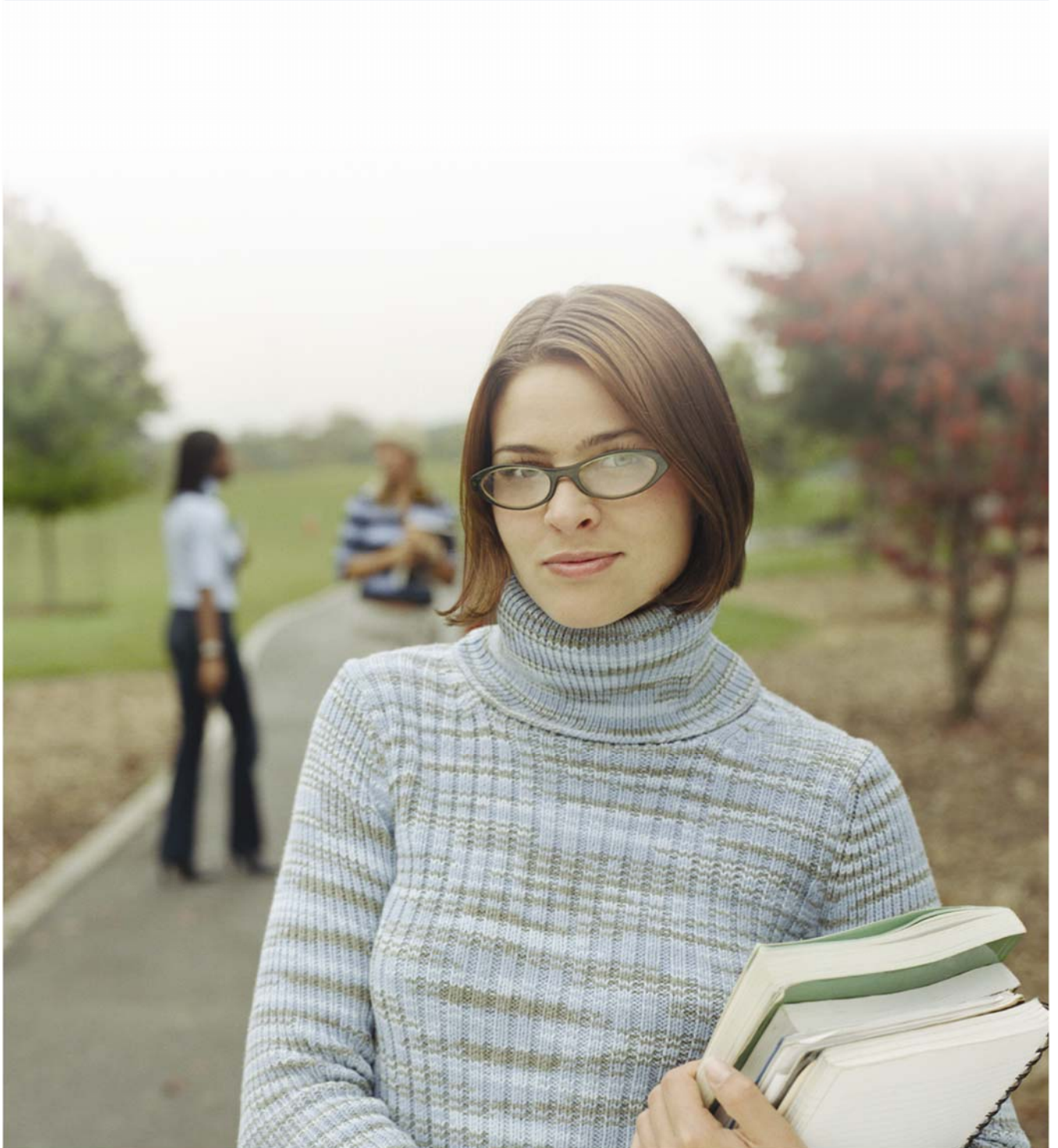
Marshall (Sonny) White, Jr., President  
Ronald L. Rhames, Senior Vice President for Business Affairs  
Starnell K. Bates, Vice President for Advancement  
Ronald L. Drayton, Vice President for Academic Affairs  
Vann H. Gunter, Vice President for Economic Development and Continuing Education  
Tom Ledbetter, Director of Corporate Services  
Sandra L. Oliver, Vice President for Student Development Services  
Nancy Pedersen, Executive Assistant to the President

### BUSINESS AFFAIRS DIVISION

Ronald L. Rhames, Senior Vice President for Business Affairs  
Debbie M. Walker, Associate Vice President for Business Affairs  
Stanley Bolton, Director of Auxiliary Services  
Craig Hess, Director of Plant Operations  
Anthony Hough, Director of Information Resource Management  
Ian A. MacLean, Director of Finance and Accounting  
Marcia Medway, Director of Support Services  
Crystal Rookard, Director of Human Resource Management  
Sheila W. Smith, Director of Budgets

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# About The College



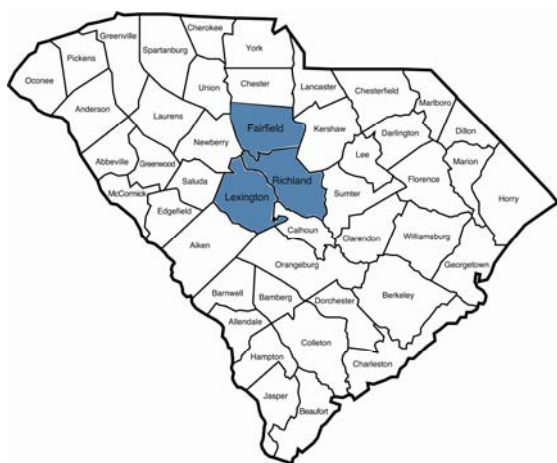


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# PROFILE OF MIDLANDS TECHNICAL COLLEGE

Midlands Technical College (MTC) is the product of a rich and unique history. In 1974, three separate career oriented institutions merged to form MTC, a comprehensive two-year College providing career and transfer education. MTC is part of the South Carolina Technical College System. One of South Carolina's largest two-year Colleges, MTC enrolls approximately 15,000 students seeking to develop career skills or transfer to a four-year institution. With the latest technology and a diverse learning environment, the College makes higher education affordable, convenient and readily accessible. Midlands Technical College prides itself on excellence in curriculum, staffing, equipment and service to its students and the community.

MTC is one of 16 colleges within the South Carolina Technical College System. The State Board for Technical and Comprehensive Education, an agency of the State of South Carolina, governs the system. MTC is comprised of five campuses, including the Beltline, Airport, Harbison, Northeast Campus located adjacent to the Carolina Research Park and the Batesburg-Leesville Center which is the most recent location.



The Enterprise Campus at Midlands Technical College, part of the MTC Northeast property, presents an innovative opportunity for enhancing economic vitality by recruiting and retaining regional business expansions through public and private partnerships that ultimately benefit students and businesses in the Knowledge Economy. The MTC Center of Excellence for Technology is the anchor facility on the 150 acre campus and will benefit growing new companies by accelerating their development. This 50,000 square foot facility is one of the Southeast's largest and most

advanced metal working training facilities. The College also has a location at Fort Jackson and provides a variety of educational opportunities in various businesses, industries and public schools located in its service area that support its mission of human resource development and economic growth. The MTC Continuing Education Division provides continuing education opportunities to more than 30,000 individuals annually, and is one of the largest two-year College providers of noncredit professional upgrade training in the State. Midlands Technical College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

The College's service area is Richland, Lexington and Fairfield counties. The College's governing board, the MTC Commission, is appointed by the Governor of South Carolina upon the recommendation of the legislative delegations from Richland and Lexington Counties. There are 12 Commissioners who are appointed for four-year terms. Currently, there are five Commissioners from Lexington County and seven from Richland County. Officers are elected every two years, with the chairmanship alternated between the two counties.

State law mandates Richland and Lexington counties to provide sufficient funding to build, maintain and operate the College's physical plant. The division of financial responsibility is based on population and is used each year for budget request purposes. The current distribution is 60 percent for Richland County and 40 percent for Lexington County.

Fairfield County provides financial support by funding the difference between the in-county tuition rate and the in-state tuition rate for its residents who attend the College. Midlands Technical College is part of South Carolina's primary government for financial reporting purposes and is included in the Comprehensive Annual Financial Report of the State.

The Midlands Technical College Foundation, Inc. (the Foundation) is a nonprofit organization that was formed August 12, 1970 to benefit and support education at Midlands Technical College. It is a legally separate tax exempt organization and considered a component unit of the College for financial reporting purposes. The Foundation acts primarily as a fund-raising organization to supplement

the resources that are available to the College in support of its programs. A separate board of directors governs the Foundation. The 39-member board of the Foundation is self-perpetuating and consists of graduates and friends of the College. The activity of the Foundation is included separately in the College's financial statements.

The Midlands Technical College Enterprise Campus Authority (The Authority) was established in 2004 by S.C. Act 200, codified as sub-article 3, Article 20, Chapter 53, Title 59 of the 1976 South Carolina Code of Laws, as amended. For accounting purposes, the Authority is considered a blended component unit of Midlands Technical College and its financial activity is included with that of the College. The Board of the Authority consists of the members of the Midlands Technical College Commission, all serving ex-officio. The Authority was established to provide for the management, development and operation of the Enterprise Campus of Midlands Technical College.

### **Educational Programs, Offerings, and Services of the College**

Midlands Technical College offers approximately 100 associate degree, diploma and certificate programs in Arts and Sciences, Business, Computer Technology, Engineering Technology, Health Sciences, Industrial Technology and Public Service. An estimated 70 percent of credit courses are in the more technical programs. A strong college transfer program provides students the opportunity to take the first two years of a baccalaureate degree and transfer to one of the State's four-year institutions.

Through its Continuing Education programs, the College provides professional and career training and development through catalog and customized courses to individuals from area businesses, industries, governmental and health agencies. The College also offers self-supporting, non-credit activities for personal enhancement.

Midlands Technical College offers developmental programs and services to enrolled, prospective students, and alumni to increase their success and enhance their potential for personal, educational and professional growth. The College increases student access to higher education through special recruitment, counseling and evaluation services. It promotes the economic vitality of the region by providing workforce training for new and expanding industries, and technology transfer to developing companies. The College actively seeks to promote business growth and increase regional prosperity.

### **Market Segments and Stakeholders**

Students attending credit courses at the College primarily reside in the service area of Richland and Lexington counties. Approximately 86 percent of enrolled students live in Richland, Lexington or Fairfield Counties, 10 percent are in-state, 2.8 percent are out-of-state and the remaining 1.2 percent is unknown. Key partners include local secondary school districts, other four-year Colleges to which MTC students transfer, local civic/community agencies and leaders, state agencies, the Midlands Technical College Foundation, and business partners.

Stakeholders include local employers who hire the MTC graduates, four-year universities to which the College's students transfer, parents and families of students, local county councils and other forms of government who provide financial support, residents of the College's service area, and alumni of MTC.

Students and their parents expect rigorous courses and to complete a high quality academic program designed to allow them to effectively transfer to a senior institution or to obtain employment in their field. They expect to receive high quality support services (advising, counseling, tutoring, etc.), and to have a personalized academic experience and access to the latest available technology. Employers expect to have highly qualified, skilled applicants available to meet their needs. Governmental entities expect accountability for the resources invested and for MTC to contribute to the economic growth and vitality of the region.

## STATEMENT OF VISION

Midlands Technical College will be an innovative leader in creating effective learning environments, enhancing individual success, promoting economic vitality and providing opportunities for lifelong education.

### **Statement of Values**

Midlands Technical College contributes to the community by helping individuals reach their full potential through affirmation of the following values:

#### **Commitment to Students**

Belief in providing a learner-centered environment offering quality instruction, resources and services and presenting challenging opportunities for the continued growth and development of its students. The college assists students in clarifying their lifelong goals, fostering entrepreneurship, developing interpersonal skills and maximizing their potential.

#### **Commitment to Excellence in Education**

Belief in offering the highest quality academic programs and support services through a variety of delivery methods that reflect the relevant education required for future success. The college believes in building a community of learners and prepares students for the work environment or to continue their education.

#### **Commitment to Economic Vitality and Quality of Life**

Belief in preparing students for successful careers by providing a seamless curriculum bridging secondary education through university education options. The college partners with business, education and government to enhance the growth and prosperity of the community.

#### **Commitment to Access and Diversity**

Belief that the college provides access to programs and services to students who represent the cultural, economic and demographic diversity of the community.

#### **Commitment to Faculty and Staff**

Recognition of the importance of attracting and retaining an excellent and diverse faculty and staff who collectively create a positive learning environment. The college provides professional development opportunities and demonstrates its commitment to all members of the college community by providing resources to carry out the mission of the college.

#### **Quality Campus Environment**

Recognition of the importance of creating an inviting and secure environment by all members of the college community. The college values clear communications, open exchange of ideas, involvement in decision-making, integrity and respect for all individuals.

#### **Resources Management and Diversification**

Belief in the effective use of college resources to provide quality education and services to its students and the community and to be accountable to all college constituents. The college seeks to diversify its financial support through the pursuit of new and innovative funding sources.

#### **Commitment to Innovation and Renewal**

Belief that the spirit of creativity and discovery is present in all college endeavors. The college is open to adaptation and positive change for the benefit of all its constituencies.

## STATEMENT OF MISSION

Midlands Technical College is a comprehensive, multi-campus, public two-year college serving the primary region of Richland, Lexington and Fairfield counties of South Carolina. College programs and services provide accessible, affordable, high quality post-secondary education that prepares a diverse student population to enter the job market, transfer to senior colleges and universities, and achieve their professional and personal goals. Through its programs and services, the College equitably provides higher education opportunities and strengthens the economic and social vitality of the community.

## STATEMENT OF ROLE AND SCOPE

The College implements its mission through a clearly defined set of programs, services and partnerships that include:

**College-Level Credit Programs.** The College serves approximately 15,000 credit students annually through courses leading to associate degrees, diplomas, and/or certificates in Arts and Sciences, Business, Computer Technology, Engineering Technology, Health Sciences, Industrial Technology and Public Service.

**Continuing Education Programs.** The College provides professional and career training and development through catalog and customized courses to approximately 30,000 individuals from area businesses, industries, and governmental and health agencies. The College also offers self-supporting, noncredit activities for personal enhancement.

**Student Development Programs and Services.** The College offers developmental programs and services to enrolled and prospective students and alumni to increase their success and enhance their potential for personal, educational and professional growth. The College increases student access to higher education through special recruitment, counseling and evaluation services.

**Economic Development Programs.** The College promotes the economic vitality of the region by providing workforce training for new and expanding industries and technology transfer to developing companies. The College actively seeks to promote business growth and increase regional prosperity.



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# College Organization



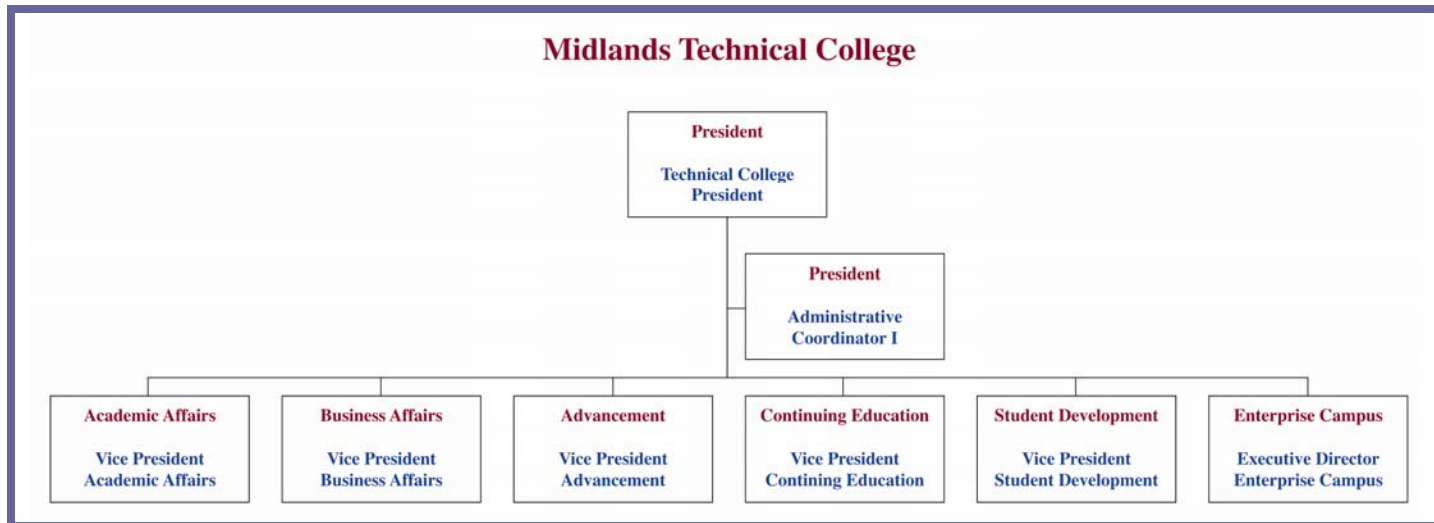
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**Exhibit 2** presents the positions that constitute the College’s Executive Council. Descriptions of the College’s divisions and services performed in each follow in this section.

**Exhibit 2**



# DESCRIPTION AND SERVICES OF DIVISIONS

The divisions of the College include the Office of the President, Academic Affairs, Advancement, Business Affairs, Continuing Education, Student Development Services and Corporate Services. These divisions make up the Executive Council of the College (**Exhibit 2**). The descriptions and the services offered in each division are as follows:

## **President's Office**

The president reports to the Midlands Technical College Commission. The President is responsible for carrying out the mission and programs of the College, in conjunction with the divisional units.

## **Academic Affairs**

The Academic Affairs division is the instructional unit of the College and provides degrees, certificates and diplomas to meet the academic and career needs of residents in the College's service area. The division's academic awards allow students to enhance career skills or enter the job market in Health Sciences, Nursing, Business, Public Service, Information Systems Technology, Industrial Technologies, Engineering Technologies and Engineering Technologies Transfer Programs. The Developmental Studies Department provides instruction for those persons choosing to build basic skills in reading, writing and mathematics before pursuing college-level work.

In addition to providing opportunities to students the Academic Affairs division collaborates with business and community through partnerships to proactively identify workforce requirements and adapt curricula to develop an appropriately trained workforce. It seeks to develop and maintain effective alliances with secondary and higher education institutions to support a seamless transition for career preparation.

## **Departments within Academic Affairs:**

- English
- Humanities
- Mathematics
- Science
- Social and Behavioral Sciences
- Developmental Studies
- Health Sciences
- Nursing
- Business and Public Service
- Information Systems Technology
- Industrial Technologies

- Engineering Technologies and Engineering Transfer

## **Advancement**

The Advancement division is responsible for creating and implementing a comprehensive program that provides outreach, strategic planning, information, media and development services for the College in support of its mission. Through its programs and services, the Advancement division connects the College to its various constituencies and provides essential internal and external planning, information, and resource development activities to ensure the College reaches its full potential. Departments within the Advancement division include:

- **Assessment, Research and Planning:** The Office of Assessment, Research and Planning, in coordination with primary users, develops and monitors data systems that collect, analyze, and distribute information to support College-wide planning, evaluation and management decisions. The office provides research and data analysis support to all divisions, and serves as the liaison with external agencies regarding evaluation processes and products.
- **Development/MTC Foundation:** The Midlands Technical College Development Office, in collaboration with the Midlands Technical College Foundation, is responsible for securing private financial support and other resources for the College by identifying, cultivating, soliciting and accepting resources that support the College's vision and mission. The Development Office supports the functions of the MTC Foundation Board.
- **Instructional Design:** The Office of Instructional Design works directly with the faculty to encourage the understanding and use of technology and media resources in the curriculum. The office is responsible for the College's WebCt function, and for training faculty in the use of online learning resources.
- **Media Services:** The Media Services Office coordinates and produces highly diversified multimedia products and services, and is charged with the investigation, purchase and installation of equipment to enhance the media capabilities of the College. The unit provides for the distance delivery of courses via compressed video and satellite broadcast. Media Services also manages the College's copy center.

- **Public Affairs:** The Public Affairs Office is responsible for media relations, public information, marketing, and advertising, and for the design and production of all college publications and outreach materials. Public Affairs researches and implements strategies for targeted communications to convey the College's message to various constituent groups, and plays a major role in special events planning.
- **Resource Development:** The Office of Resource Development is responsible for identifying and pursuing competitive grant opportunities that benefit the College's mission. Working in collaboration with the appropriate faculty and staff, the office researches, writes and submits proposals to state, federal and private funding sources.

### Business Affairs

The Business Affairs Division of Midlands Technical College through its various departments supports faculty, staff, and students and the communities of the central Midlands. The division provides quality customer service and manages the College's resources effectively. The following departments are included in the Business Affairs division:

- **Fiscal and Budgeting Management:** Provides quality financial services including accounting, budgeting, payroll, internal controls, cash management and investments, cashiering, internal/external compliance and management reporting.
- **Physical Environment Management:** Responsible for planning, developing, and maintaining the College's physical plant, providing a safe and secure environment, ensuring internal/external compliance and providing management reporting.
- **Human Resource Management:** Acquires and supports human resources and employee benefits, ensuring internal/external compliance. Assists with employee development and provides management reporting.
- **Support Services Management:** Provides procurement, mail and logistical services; manages college inventories, policies and procedures, internal auditing, ethics compliance and management reporting.
- **Auxiliary Services Management:** Effectively manages revenue generating operations, coordinates space usage, and ensures internal/external compliance and management reporting.
- **Information Resource Management:** Responsible for providing effective management

for telecommunications and networks, maintains computer program development and software support ensures timely systems and computer operation services and performs quality maintenance on college electronic and computer equipment.

### Continuing Education

The Continuing Education Division offers a range of noncredit educational programs and related services that provide lifelong learning through workforce development, professional education, and community interest courses. Along with helping individuals develop personal potential, the Continuing Education Division also plays a major role in economic development in the Midlands of South Carolina. The division works with businesses, industry and government to provide cost-effective training that keeps employees in the region competitive in a fast-paced economy that operates in the global marketplace. The Continuing Education division designs and delivers customized, on-site classes to prepare today's workforce for tomorrow's opportunities and technologies.

Expert faculty teach Continuing Education courses, leading the way in the classroom with their subject matter expertise and sharing real-life solutions gleaned from years of experience in a business or industry setting. Departments within the division are as follows:

- **Workforce Development:** Programs offered to business and industry to help them remain competitive or to introduce new technologies. Often these courses are customized to include specific skills or equipment necessary to meet the needs of the particular company. These courses are frequently delivered at the company's workplace.
- **Professional Education:** Programs that typically lead to nationally recognized professional certifications, licenses, or other industry recognized credentials.
- **Community Interest:** Programs offered to the general public for their personal enrichment.

### Student Development Services

As a partner in the mission of the College, Student Development Services helps create a college environment that enhances student learning, maximizes student success, promotes individual development and contributes to community development. The following departments are included in the Student Development Services division:

- **Enrollment Services:** Coordinates the delivery of front-line enrollment processes and services to

include community outreach; admissions processing; special admission requirements including international and residency statutes; student and campus information; data management; new student advisement and orientation programs; and internal/external compliance standards.

- **Counseling and Career Services:** Provides services to prospective students, enrolled students, alumni, and others in the College community to increase potential for personal and career goal achievement. Services include career, academic and personal counseling and services to students with disabilities.
- **Student Records:** Maintains accurate and up-to-date academic records for all current and previously enrolled students, and provides these records for appropriate parties, following privacy and security guidelines and regulations.
- **Student Assessment:** Provides assessment services to evaluate and support student academic and workforce readiness, and student academic achievement.
- **Student Financial Services:** Assists students in reaching their educational goals and becoming productive members of the community by providing financial resources for the College. Provides students with comprehensive and accurate financial aid information and support. Consistently and equitably awards and monitors

student eligibility for federal, state and institutional programs, in compliance with appropriate guidelines and regulations.

- **Student Life:** Provides comprehensive co-curricular programs and services that promote a campus environment conducive to learning; encourages student engagement; develops civic and personal responsibility; and celebrates scholarship and student success.
- **TRIO and Community Support:** Provides outreach programs that support secondary and post-secondary nontraditional populations in reaching educational, career and employment goals through internal and external partnerships.

### **Corporate Services**

The Corporate Services division seeks to attract companies that support the College's programs of study with particular emphasis on businesses representing the identified economic clusters of the region. The Corporate Services division includes the College's Enterprise Campus. The Enterprise Campus provides an innovative learning and work environment for the creation, acceleration and enhancement of opportunities for regional economic development through public-private partnerships and is designed to benefit students and businesses in the Knowledge Economy.

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# Goals and Priority Initiatives





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## COLLEGE-WIDE GOALS AND PRIORITY INITIATIVES

In keeping with the Midlands Technical College Strategic Planning Model, the College developed institution-wide goals and priority initiatives for its three year planning cycle. The Strategic Planning process is underway to review and revise the goals and priority initiatives for a new three-year planning cycle, which will be effective for the 2008-2011 fiscal years. The Office of Primary Responsibility (OPR) is noted in **Exhibit 3**. Eight goals provide focus and forward

progress toward achieving the College's mission of providing accessible, affordable, high quality post-secondary education that prepares students for the job market, to continue their education and achieve their professional and personal goals.

The budget provides resources that allow the College to carry out its mission and its strategic plan for all stakeholders in its service area.

**Midlands Technical College**  
**College-Wide Goals and Priority Initiatives**  
**2007 – 2008**

|         |                                                                                                                                                                                                                | President | Academic Affairs | Business Affairs | Advancement | Continuing Education | Student Development | Corporate Services |
|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------|------------------|-------------|----------------------|---------------------|--------------------|
| Goal 1: | <b>The College embraces an innovative learning environment that enhances teaching, learning and individual development.</b>                                                                                    |           |                  |                  |             |                      |                     |                    |
|         | 1 Define and continuously refine what learning community means to MTC.                                                                                                                                         | X         | X                | X                | X           | X                    | X                   | X                  |
|         | 2 Develop and strengthen all aspects of programs and services.                                                                                                                                                 | X         | X                | X                | X           | X                    | X                   | X                  |
|         | 3 Provide access to and enhance the success of at-risk populations.                                                                                                                                            | X         | X                | X                | X           | X                    | X                   | X                  |
|         | 4 Identify and implement student-centered learning enhancements.                                                                                                                                               | X         | X                | X                | X           | X                    | X                   | X                  |
|         | 5 Promote faculty and staff participation in innovative developments in their fields of study.                                                                                                                 | X         | X                | X                | X           | X                    | X                   | X                  |
|         | 6 Ensure the College has state of the art multi-media equipment and connectivity to support a learner-centered culture.                                                                                        |           |                  |                  | X           |                      |                     |                    |
|         | 7 Implement the Facilities Master Plan.                                                                                                                                                                        |           |                  | X                |             |                      |                     |                    |
|         | 8 Foster awareness of available opportunities to all College constituencies.                                                                                                                                   | X         | X                | X                | X           | X                    | X                   | X                  |
| Goal 2: | <b>The College prepares a workforce that is much in demand by business and industry.</b>                                                                                                                       | X         |                  |                  |             |                      |                     |                    |
|         | 1 Enhance information literacy skills within the curricula.                                                                                                                                                    |           | X                |                  |             |                      |                     |                    |
|         | 2 Improve student success through innovative teaching methodologies and the integration of current technology into the curriculum.                                                                             |           | X                |                  |             | X                    |                     |                    |
|         | 3 Ensure connectivity between employer demand and student awareness of career pathways.                                                                                                                        |           |                  |                  | X           |                      | X                   |                    |
|         | 4 Prepare students for career adaptability.                                                                                                                                                                    | X         | X                | X                | X           | X                    | X                   | X                  |
|         | 5 Improve the rate at which under-prepared students move into curriculum programs.                                                                                                                             |           | X                |                  |             |                      | X                   |                    |
|         | 6 Integrate career assessment and career planning to better prepare students for current and emerging career opportunities.                                                                                    | X         | X                | X                | X           | X                    | X                   | X                  |
|         | <b>The College collaborates with educational and community partners to create seamless curricula and quality services for the diverse population bridging K-12, two-year College and university education.</b> |           |                  |                  |             |                      |                     |                    |
|         | 1 Expand course offerings, student services and articulation with senior institutions.                                                                                                                         |           | X                |                  |             |                      | X                   |                    |
| Goal 3: | 2 Expand collaboration and interaction with area school districts.                                                                                                                                             |           | X                |                  |             |                      | X                   |                    |
|         | 3 Extend the College's expertise in instructional delivery and marketing to both secondary and post-secondary partners.                                                                                        |           |                  |                  | X           |                      |                     |                    |
|         | 4 Enhance education through community interaction and adoption of nationally recognized curricula and standards.                                                                                               |           | X                |                  |             | X                    |                     |                    |
|         | 5 Provide effective co-curricular programs, activities and services that create a learner-centered environment.                                                                                                |           |                  |                  |             |                      | X                   |                    |
|         | 6 Integrate diversity and multi-culturalism into programs and services.                                                                                                                                        | X         | X                | X                | X           | X                    | X                   | X                  |
|         | <b>The College partners with community constituencies to strengthen the educational, social and economic vitality of the community.</b>                                                                        |           |                  |                  |             |                      |                     |                    |
|         | 1 Actively interface with economic development entities and senior institutions and participate in activities to increase business and industry development.                                                   | X         |                  |                  |             |                      |                     |                    |
|         | 2 Collaborate with communities in the service area to provide accessible educational opportunities.                                                                                                            |           | X                |                  |             | X                    | X                   |                    |
|         | 3 Expand and strengthen the role of program advisory committees.                                                                                                                                               |           | X                |                  |             |                      |                     |                    |
| Goal 4: | 4 Seek opportunities for dialogue and interaction to ensure the College is proactive in its participation in advancing the community.                                                                          | X         | X                | X                | X           | X                    | X                   | X                  |
|         | 5 Integrate service learning into College courses and co-curricular activities that strengthen civic responsibility and economic vitality.                                                                     |           | X                |                  |             |                      | X                   |                    |
|         |                                                                                                                                                                                                                |           |                  |                  |             |                      |                     |                    |

**Midlands Technical College**  
**College-Wide Goals and Priority Initiatives**  
**2007 – 2008**  
*(Continued)*

|                |   |                                                                                                                                                                    | President | Academic Affairs | Business Affairs | Advancement | Continuing Education | Student Development | Corporate Services |
|----------------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------|------------------|-------------|----------------------|---------------------|--------------------|
| <b>Goal 5:</b> |   | <b>MTC serves as a primary catalyst in economic development through education, entrepreneurship and business acceleration.</b>                                     |           |                  |                  |             |                      |                     |                    |
|                | 1 | Design and implement innovative, proactive programs to address the future needs of the business community and expand the workforce.                                |           | X                |                  |             |                      |                     |                    |
|                | 2 | Promote innovative arenas including public/private partnerships and enterprise development.                                                                        | X         |                  |                  |             |                      |                     |                    |
|                | 3 | Respond to the changing training and development needs of new and expanding business and industry.                                                                 |           |                  |                  |             | X                    |                     |                    |
|                | 4 | Define the scope of new initiatives and influence their perception in the community.                                                                               |           |                  |                  | X           |                      |                     |                    |
|                | 5 | Develop a strategic master plan for the Enterprise Campus.                                                                                                         |           |                  | X                |             |                      |                     |                    |
|                | 6 | Establish programs to promote entrepreneurship.                                                                                                                    | X         | X                | X                | X           | X                    | X                   | X                  |
|                | 7 | Incorporate the identification of employer training and re-training needs into recruitment and outreach activities.                                                |           |                  |                  |             |                      | X                   |                    |
| <b>Goal 6:</b> |   | <b>The College achieves national recognition through comprehensive, research-based evaluation of programs and services.</b>                                        |           |                  |                  |             |                      |                     |                    |
|                | 1 | Develop systemic processes that provide leaders with information and data to support strategic and operational decision-making.                                    |           |                  | X                | X           |                      |                     |                    |
|                | 2 | Support the development and use of national and peer comparisons to measure the effectiveness and efficiency of academic and administrative performance.           |           |                  |                  | X           |                      |                     |                    |
|                | 3 | Expand the capabilities of faculty and staff to design and conduct their own research.                                                                             |           |                  |                  | X           |                      |                     |                    |
|                | 4 | Enhance the College's national recognition as a leader in institutional planning, effectiveness, assessment and innovative research concepts.                      |           |                  |                  | X           |                      |                     |                    |
|                | 5 | Develop and disseminate information needed to influence the direction of post-secondary education in South Carolina.                                               |           |                  |                  | X           |                      |                     |                    |
|                | 6 | Develop and implement comprehensive risk management strategies.                                                                                                    |           | X                |                  |             |                      |                     |                    |
| <b>Goal 7:</b> |   | <b>The College engages in creative, entrepreneurial resource development and management.</b>                                                                       |           |                  |                  |             |                      |                     |                    |
|                | 1 | Seek partnerships with local agencies and senior institutions to offer learning opportunities for students and professional development opportunities for faculty. |           | X                |                  |             |                      | X                   |                    |
|                | 2 | Continuous seek and obtain alternate funding.                                                                                                                      | X         | X                | X                | X           | X                    | X                   | X                  |
|                | 3 | Develop methods to conserve resources and increase revenue.                                                                                                        | X         | X                | X                | X           | X                    | X                   | X                  |
|                | 4 | Position the College to maximize state and local support.                                                                                                          | X         |                  | X                |             |                      |                     |                    |
| <b>Goal 8:</b> |   | <b>The College implements strategies to recruit, retain and develop exceptional faculty and staff.</b>                                                             |           |                  |                  |             |                      |                     |                    |
|                | 1 | Provide opportunities and funding to ensure the on-going professional development of faculty and staff.                                                            | X         | X                | X                | X           | X                    | X                   | X                  |
|                | 2 | Develop and implement innovative strategies for the recruitment and retention of faculty and staff.                                                                | X         | X                | X                | X           | X                    | X                   | X                  |
|                | 3 | Ensure accurate and meaningful communication College-wide.                                                                                                         | X         | X                | X                | X           | X                    | X                   | X                  |
|                | 4 | Integrate diversity and multicultural into employment practices and professional development.                                                                      | X         | X                | X                | X           | X                    | X                   | X                  |

## DIVISIONAL GOALS AND PRIORITY INITIATIVES

The College is involved in planning at all levels of the organization. Action strategies are developed annually at the departmental level with the respective vice president and provide the frame work for achieving goals within departmental units. These action strategies are based on College-wide goals and priority initiatives and form the annual operating plan for the division.

Both faculty and staff are involved in the execution of action strategies from their respective division by the assignment of objectives in their annual performance evaluation. The Employee Performance Management System (EPMS) is used for non-teaching personnel and the Faculty Performance Management System (FPMS) is used for personnel with instructional responsibilities. Action strategies on which employees are evaluated are based on those developed in the division's annual operating plan.

In addition to the divisional plans the College's Executive Council also develops institutional priorities and benchmarks for the academic year such as those shown in **Exhibit 4** for the 2007-2008 academic year. These priorities focus on student learning and retention, College access, community partnerships and collaborations, workforce development and institutional resources and provide a more direct link to the College's goals. The Institutional goals and objectives become the responsibility of the various divisions to accomplish. **Exhibit 4** shows the vice president responsible for carrying out the specific goal or objective. As indicated in the exhibit many of the goals have joint responsibility for their accomplishment. **Exhibit 5** presents the institutional goals and objectives for the prior year with the associated performance measures that demonstrates how the goal or objective was accomplished. These institutional goals and objectives form the basis for the president's performance evaluation and communicate the importance of specific college goals to its various constituent groups.

In all aspects of its planning processes the College establishes mechanisms to collect data and information to evaluate its performance, at the departmental, divisional and institutional levels. The information used to evaluate success may be either quantitative measures evaluated against a benchmark or qualitative evidence documenting the Colleges successful completion of a project or activity. Some examples of the latter may be reflected in the goals/objectives and performance measures of institutional priorities for the prior academic year, 2006-2007, which are reflected in **Exhibit 5** that indicate performance toward the goal/objective. Examples of quantitative data are provided in **Appendix A**.

The annual process involving the interaction between College-wide goals and objectives, action strategies for the departmental units and the divisional plan, the FPMS and EPMS performance evaluations, and the president's performance evaluation is graphically shown in **Exhibit 7**. A more detailed explanation of the strategic planning process is located in the Planning Processes Section of this document beginning on page 33.

| Institutional Goals and Objectives<br>2007 - 2008                                                                                          | Divisions |                  |                  |             |                      |                     |                    |
|--------------------------------------------------------------------------------------------------------------------------------------------|-----------|------------------|------------------|-------------|----------------------|---------------------|--------------------|
|                                                                                                                                            | President | Academic Affairs | Business Affairs | Advancement | Continuing Education | Student Development | Corporate Services |
| <b>1) Positively impact the retention rates of identified student populations</b>                                                          |           |                  |                  |             |                      |                     |                    |
| a. Collect data for analysis on identified student populations where retention is five percent or more below the College average           |           | X                |                  | X           |                      | X                   |                    |
| b. Implement strategies to impact the retention rates in the Nursing program                                                               |           | X                |                  | X           |                      |                     |                    |
| c. Identify retention strategies in targeted Health Sciences Programs                                                                      |           | X                |                  | X           |                      |                     |                    |
| d. Obtain benchmarks for other regional health sciences programs                                                                           |           | X                |                  | X           |                      |                     |                    |
| <b>2) Expand College access</b>                                                                                                            |           |                  |                  |             |                      |                     |                    |
| a. Provide a new learning facility in Batesburg-Leesville, expand Lexington Hall, and continue planning for the Harbison classroom project |           |                  | X                |             |                      |                     |                    |
| b. Construct the MTC Business Accelerator                                                                                                  |           |                  | X                |             |                      |                     | X                  |
| c. Begin distance course delivery to the Batesburg-Leesville Campus                                                                        |           | X                |                  | X           |                      |                     |                    |
| d. Develop a strategy to increase the College's presence in Fairfield County                                                               | X         |                  | X                |             |                      |                     |                    |
| e. Develop strategies to increase College funding assistance to students                                                                   | X         | X                | X                | X           | X                    | X                   | X                  |
| f. Expand Quick Jobs offerings                                                                                                             | X         |                  |                  |             | X                    |                     |                    |
| <b>3) Strengthen Partnerships and collaborations</b>                                                                                       |           |                  |                  |             |                      |                     |                    |
| Collaborate on the Pathways initiative to include the Middle College high schools                                                          | X         | X                | X                |             |                      | X                   |                    |
| Seek partnerships with South Carolina State University and Clemson University in unique technology areas                                   | X         | X                |                  |             |                      |                     |                    |
| Implement USC Bridge Program                                                                                                               |           |                  |                  |             |                      | X                   |                    |
| Expand joint initiatives with other education sectors                                                                                      | X         | X                | X                | X           | X                    | X                   | X                  |
| Expand business, community and governmental alliances                                                                                      | X         | X                | X                | X           | X                    | X                   | X                  |
| <b>4) Impact the present and future needs of advanced manufacturing, engineering technology and industrial technology</b>                  |           |                  |                  |             |                      |                     |                    |
| Research and analyze factors impacting engineering technologies and industrial technologies enrollment trends                              |           | X                |                  | X           |                      |                     |                    |
| Develop a financing strategy for the Engineering Technology facility                                                                       | X         |                  | X                |             |                      |                     |                    |
| Foster business partner involvement in addressing advanced manufacturing workforce needs                                                   | X         |                  |                  |             | X                    |                     | X                  |
| Benchmark comparative program data with similar Colleges                                                                                   |           | X                |                  | X           | X                    |                     |                    |
| <b>5) Expand resources received by the College</b>                                                                                         |           |                  |                  |             |                      |                     |                    |
| Develop and implement the 2007-2008 Government Relations Plan                                                                              | X         |                  | X                | X           |                      |                     |                    |
| Develop and submit proposals to secure external funding                                                                                    |           |                  |                  | X           |                      |                     |                    |
| Establish MTC Foundation funds for endowment by two additional alumni sectors                                                              | X         |                  |                  | X           |                      |                     |                    |
| Identify the resources needed to implement retention strategies                                                                            | X         | X                | X                | X           | X                    | X                   | X                  |
| <b>6) Develop the Enterprise Campus</b>                                                                                                    |           |                  |                  |             |                      |                     |                    |
| Establish and implement developer strategies for the Enterprise Campus Authority                                                           | X         |                  | X                | X           |                      |                     | X                  |
| Develop a business model for the MTC Business Accelerator                                                                                  | X         |                  | X                | X           |                      |                     | X                  |
| Develop and implement client acquisition strategies for the Enterprise Campus Authority                                                    | X         |                  | X                | X           |                      |                     | X                  |
| Establish an Advisory Committee for the Enterprise Campus Authority                                                                        | X         |                  | X                | X           |                      |                     | X                  |
| Engage faculty and staff in the on-going Enterprise Campus Authority development planning                                                  | X         | X                |                  |             | X                    |                     | X                  |



**Institutional Goals and Objectives  
Performance Measures  
2006 – 2007**

**Divisions**

President  
Academic  
Affairs  
Business Affairs  
Advancement  
Continuing  
Education  
Student  
Development  
Corporate  
Services

**Goal / Objective**

**1) Identify the retention rates of targeted student populations**

a. Identify student populations where retention is five percent or more below the College average

b. Identify Nursing and Health Sciences retention rates

**Performance**

a. Student populations were identified and cohorts include: African-American students, both male and female, and academically under-prepared students who begin College enrolled in developmental courses. Retention rates for these populations range between 38-41 percent and are below the overall College rate of 46.2 percent.

b. Retention rates for Associate Degree programs in Nursing and Health Sciences have been identified. Nursing retention rates range between 46 and 56 percent. Associate degree programs in Health Sciences range between 44 and 100 percent.

**Goal / Objective**

**2) Expand resources received by the College**

a. Implement the Governmental Relations Plan

b. Develop and submit viable proposals to secure external funding

c. Attain the \$5 million goal of the MTC Foundation's first major gifts campaign

**Performance**

a. Items and events published in the Government Relations calendar were completed as scheduled.

b. New grant funding received for the period is \$4.2 million. One proposal is currently being reviewed by the potential funding agency.

c. The MTC Foundation exceeded its campaign goal and raised \$5.054 million from the private sector in support of the College.

**Goal / Objective**

**3) Strengthen Partnerships with other education sectors**

a. Provide support for Middle College High Schools

b. Assist local K-12 in implementing EEDA

c. Participate in joint initiatives with USC

d. Review and update agreements with Higher Education Institutions

**Performance**

a. A variety of support was provided to the Middle College High Schools by the College administration and Commission.

b. College personnel are meeting with various organizations and school districts to ensure that the intent of the EEDA is implemented. College interaction with service area high schools continues to promote understanding of career linkages with the curricula of both sectors.

c. The College is currently involved in approximately 30 initiatives and partnerships with the University of South Carolina.

d. The College continues to be active in a number of regional partnerships and articulation agreements with a variety of state two and four-year institutions and the S. C. Commission on Higher Education.

**Institutional Goals and Objectives**  
**Performance Measures**  
**2006 – 2007**

**Divisions**

| President | Academic<br>Affairs | Business<br>Affairs | Advancement | Continuing<br>Education | Student<br>Development | Corporate<br>Services |
|-----------|---------------------|---------------------|-------------|-------------------------|------------------------|-----------------------|
|-----------|---------------------|---------------------|-------------|-------------------------|------------------------|-----------------------|

|                                                                                             |   |  |   |  |   |   |
|---------------------------------------------------------------------------------------------|---|--|---|--|---|---|
| a. Develop funding strategies for constructing an Engineering Technology facility           | X |  | X |  |   |   |
| b. Foster business partner involvement in addressing advanced manufacturing workforce needs | X |  |   |  | X | X |

**Performance**

- a. Enrollment trends for the past three years have been identified in all Associate Degree programs in the Engineering and Industrial Technologies divisions.
- b. The College continues to pursue this project through the timeline established in the Government Relations Plan. Additionally, the President and Commission Chair met with appropriate Legislative Delegation members to discuss the funding of this critical facility.
- c. To meet the growing need for Advanced Manufacturing employees, the College participated in dialogues with industry professionals that resulted in the revision of the curriculum in existing areas, the creation of new programs, and the upgrading of training facilities.

**Goal / Objective**

**5) Enhance the role of Continuing Education**

|                                                                                                      |   |  |  |  |   |  |
|------------------------------------------------------------------------------------------------------|---|--|--|--|---|--|
| a. Implement Quick Jobs in Emergency Medical Technology (EMT) and Certified Nursing Assistance (CNA) | X |  |  |  | X |  |
| b. Assist in the development of registered US Department of Labor apprenticeship programs            |   |  |  |  | X |  |

**Performance**

- a. The College offered courses in both the EMT and CNA areas to approximately 100 residents of the service area and worked with external agencies to develop the first offering of a set of approved Quick Jobs programs.
- b. The College worked with agencies and potential partners to increase understanding of the potential of apprenticeships and developed 13 registered Apprenticeship training programs.

**Goal / Objective**

**6) Develop the Enterprise Campus**

|                                                                       |   |   |   |   |   |  |   |
|-----------------------------------------------------------------------|---|---|---|---|---|--|---|
| a. Establish a master plan for the Enterprise Campus                  | X |   | X | X |   |  | X |
| b. Engage faculty and staff in the Enterprise Campus development plan | X | X |   |   | X |  | X |
| c. Initiate plans to rezone the Northeast Campus                      |   |   | X |   |   |  | X |
| d. Initiate the planning phase for the Business Accelerator facility  |   |   | X |   |   |  | X |

**Performance**

- a. A master planning process resulted in a plan approved by the MTC Commission.
- b. Strategies are being developed to engage faculty, staff and students in the Enterprise Campus development.
- c. Rezoning discussions are underway with the City of Columbia.
- d. A timeline for facility planning, construction and occupancy is in place.

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# Planning Processes



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# STRATEGIC PLANNING

Midlands Technical College is committed to the benefits of combining effective planning and evaluation to ensure student success. Through a unique planning approach, the College seeks to proactively respond to the community and create expanded opportunities for all of its students. Using a dynamic, collaborative and continuous process, the strategic planning at MTC seeks to collect and interpret relevant information about important influences on the College's future and uses this information to address opportunities that lie ahead.

The strategic plan builds on the College's past accomplishments and provides a common agenda for moving forward. The goals and priority initiatives outlined in the plan are the blueprint for creating effective learning environments, enhancing individual success, promoting economic vitality and providing opportunities for lifelong education for all our students. This plan focuses faculty, staff and administrators on the vision, values and mission of the College and ensures that students have the highest quality learning experiences possible.

The strategic planning process shown in **Exhibit 6** is overseen by The Strategic Planning Council, which consists of the president, vice presidents, the chair and chair elect of faculty and staff councils, a student representative and a member of the College's governing board. The model consists of a three-year strategic planning cycle and a one-year annual operational planning cycle. The strategic planning cycle includes:

- An environmental scan that focuses on economic and employment, education, technology, political and public policy, demographic and social trends. These findings are subsequently used by the Strategic Planning Council to conduct a SWOT analysis which identifies and prioritizes the

strengths, weaknesses, opportunities and threats that face the College.

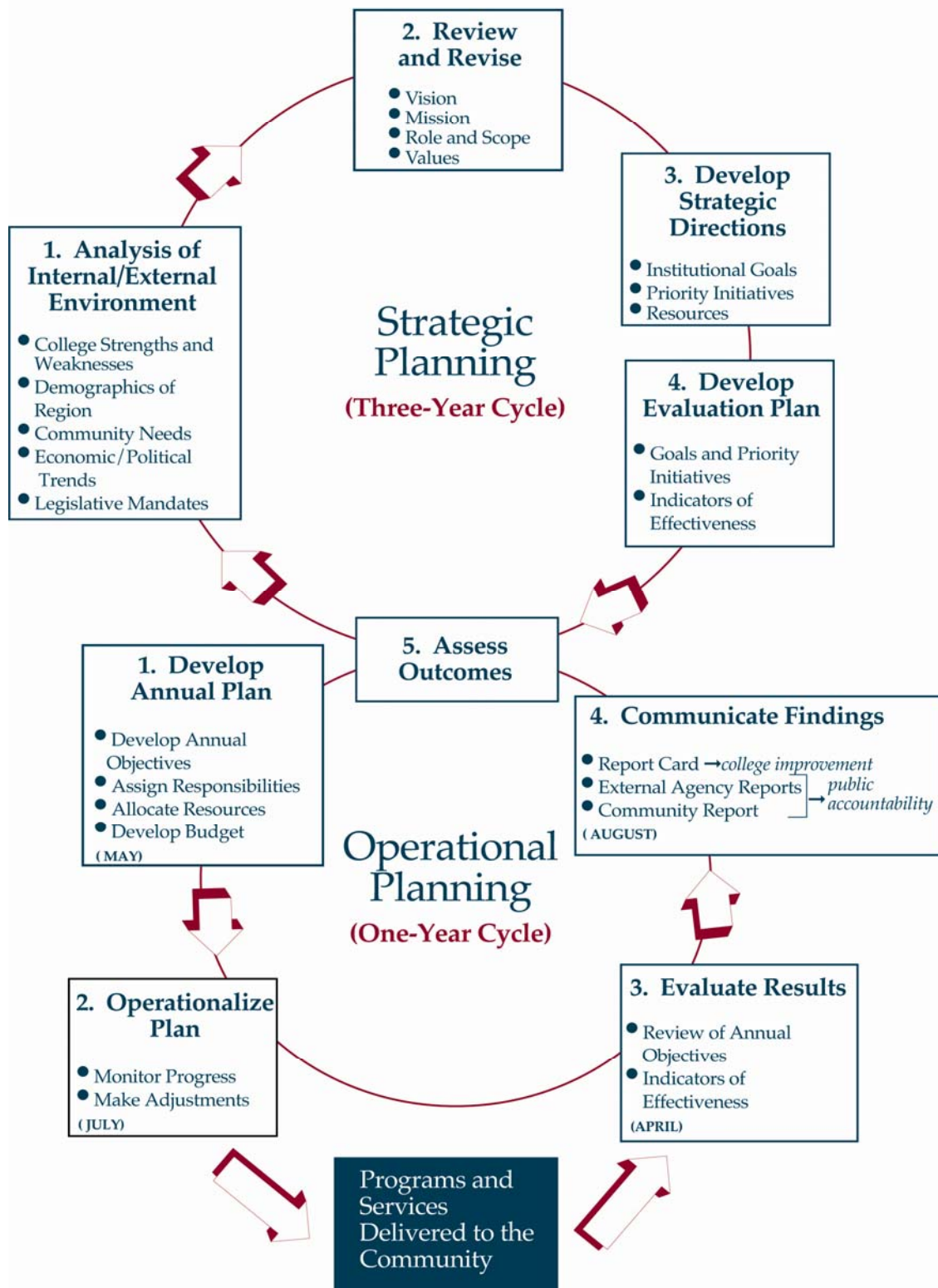
- The statements of vision, values, mission, role and scope are reviewed and revised if needed.
- The long-range goals and priority initiatives are developed.
- Strategic planning activities are conducted with the participation of a cross section of the College's various constituent groups including listening sessions and the Services Satisfaction survey of the office of Assessment, Research and Planning that includes questions regarding the planning process and solicits suggestions for improvement

The annual Operational Plan includes the major activities proposed by the divisions of the College, the Critical Success Factors, performance funding and Institutional Effectiveness reporting requirements for the year. **Exhibit 7** graphically presents how the College-Wide Goals and Priority Initiatives provide the catalyst that determine objectives for the president's evaluation, divisional plans, and objectives for employee and faculty performance evaluations.

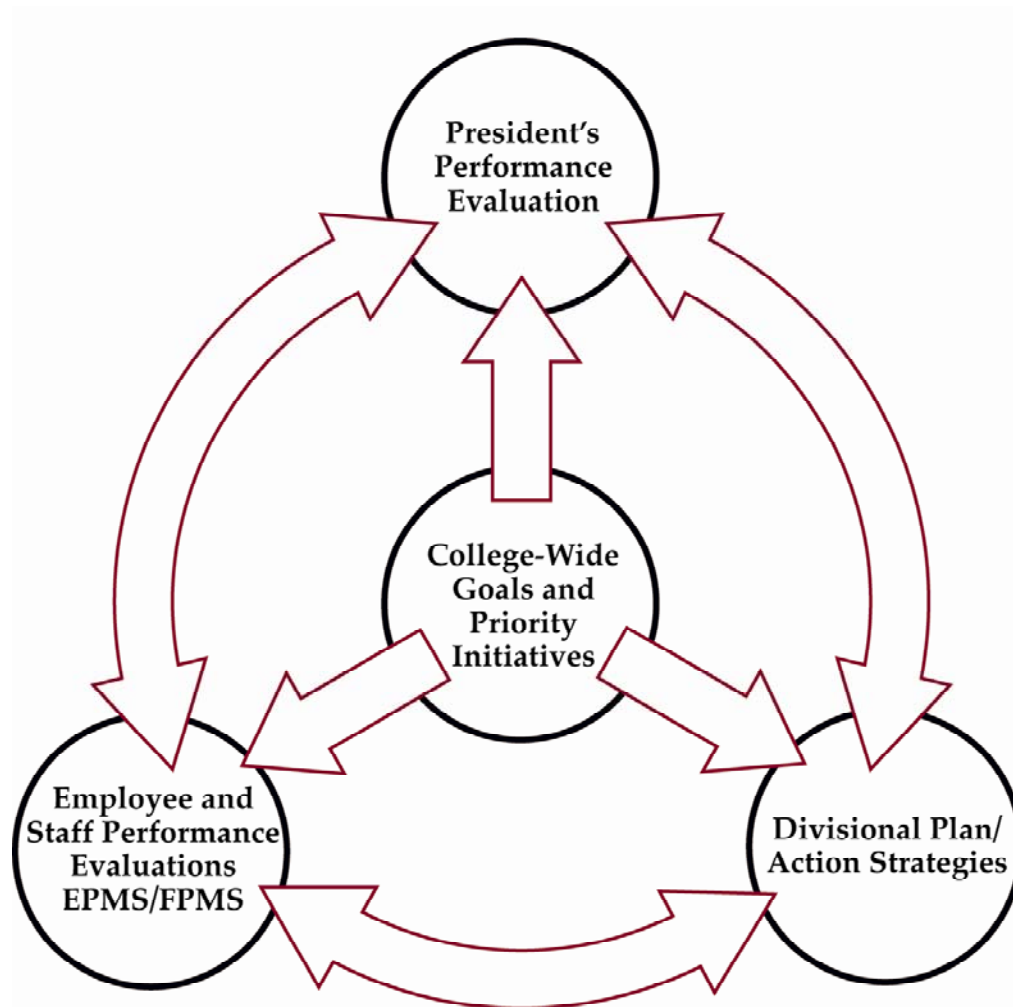
The Operational planning process includes all stakeholders and begins in May of each year. During this time divisions develop annual action strategies, the Executive Council develops annual priorities, resources are allocated and the Original (tentative) Operating Budget is developed. The plan goes into effect on July 1 and programs and services are delivered to the community. Progress is monitored and adjustments are considered throughout the process. During April of the subsequent year the results achieved on the divisional priorities are compiled and reported out.



# Strategic Planning Model



## ANNUAL PLANNING PROCESS



# LINKING THE BUDGET TO STRATEGIC PLANNING

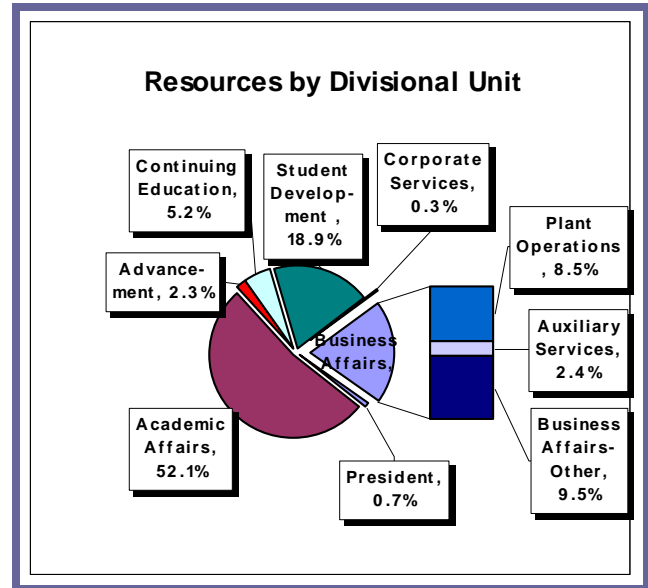
The College developed a unique model that quantifies its strategic goals and confirms budgeted resources are allocated to divisional units based on direct responsibility for the College's core goals. Maintaining teaching and learning processes and economic development are fundamental to the College's mission. **Exhibit 7-1** shows Academic Affairs, Continuing Education, and Student Development Services comprise approximately 76.2 percent of College resources. When considering the Corporate Services Division, which is responsible for the Enterprise Campus and economic development, the sum of resources provided to the units that focus directly on the mission of the College is approximately 76.7 percent of the total. The remaining divisions provide support services that help the College achieve its mission and core goals.

The College allocates the proportional cost for Information Technology and related services to the Academic and Student Development Services functional units for accounting purposes at fiscal year end in order to more accurately show the direct costs to these areas. With the addition of the allocated technology costs the resources assigned to the primary divisions of the College is much higher.

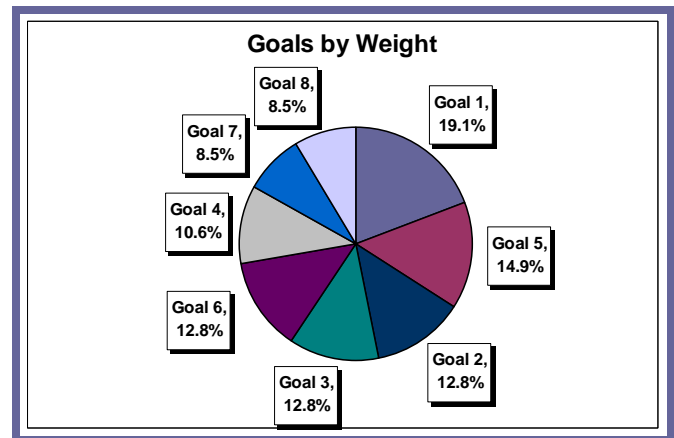
**Exhibit 7-2** weights each of the eight goals and shows Goals 1 and 5 are more weighted than the other six, providing the heart of the College's mission. Specifically, (Goal 1) the College embraces an innovative environment that enhances teaching, learning and individual development of students and (Goal 5) the College serves as a primary catalyst in economic development through education, entrepreneurship and business acceleration. The College's goals are located on pages 26 and 27 of this document.

Although all goals are important to the success of the College, this model brings resources in line with goals, and validates planning and budgeting processes are congruent.

**Exhibit 7-1**



**Exhibit 7-2**



# BUDGET PLANNING PROCESS

The College's strategic planning process includes extensive planning in preparation of the budget. During the spring of the year as part of the strategic planning process the divisions participate in developing their action strategies. The action strategies are reviewed by the College's Executive Council and annual priorities are determined for inclusion in the operating budget if additional funding is required. Overall responsibility for managing the development and tracking of divisional and department action plans is assigned to the director of Assessment, Research and Planning, in the Advancement division.

Each division is responsible for achieving their respective goals, and programs are allocated a portion of budget based on the initiatives to be achieved in their areas. Regular meetings are set up with the vice presidents to track the progress made, difficulties encountered and results achieved in meeting the initiatives contained in the plan.

An annual facility plan that outlines the needs for operations and maintenance of plant facilities is used for the budget request to the counties. A longer term facility plan is prepared, reviewed and updated annually as the College's initiatives are revised and is submitted to the counties during their budget process, which begins in April each year. The approved county budget is included in the College's annual operating budget.

The annual operating budget is developed and approved in two phases as shown in **Exhibit 9**. The original budget is based on preliminary estimates and is approved by the Commission during its Spring meeting, prior to the start of the new fiscal year. The College begins operations for the new fiscal year on July 1 based on the original budget. The final projections are prepared in the fall after major sources of revenue are known. During its November 28<sup>th</sup> meeting, the Commission approved the revised budget for the 2008 fiscal year which is the annual (final) operating budget and the budget on which this document is based.

## **Budgetary Control**

The College maintains controls in line-item budgets, budget transfer restrictions and in the use of an encumbrance accounting system. These budgetary controls ensure compliance with the budget adopted by

the Commission. The College demonstrates its fiscal responsibility by staying within the bounds of a balanced budget, which it defines as expenses that equal anticipated revenues.

Included in the annual budget is a contingency for emergencies or unexpected shortfall in revenues. The contingency contributes to excess revenues over expenses or fund equity at fiscal year end. These funds are provided to the divisions for one time non-recurring expenditures that were not funded during the budget process. As demonstrated by the financial statements and schedules included in the financial section of this document, management of the College continue to meet its responsibility for sound fiscal administration. The College does not use debt or bond financing to fund current operating expenses.

The Commission reviews quarterly financial statements that compare budget to actual. Finance and Accounting office staff analyze significant variances and explanations are noted on items that require adjustments to the subsequent year budget. The College has not had occasion to revise its budget after the final budget is approved by the Commission. However, if conditions warrant, the bottom line budget could be revised only after prior approval by the Commission.

Organizational and faculty/staff development is a major part of the College's strategic planning and is specifically addressed in both the statements of college-wide goals and values. The majority of unit budgets contain funding for faculty and staff to attend conferences and other professional development workshops. The College maintains a competitive pool of funds for professional development to support attendance at conferences, workshops and seminars, employee recognition programs, the Leadership Development Program, course tuition reimbursement and other professional development activities. The College also allows employees to enroll in one college curriculum course per semester free of charge based on state law and to enroll in continuing education courses on a space available basis.

## **Budget Timetable**

The budget process begins in October of the preceding year with the preparation of the Budget Calendar, **Exhibit 8**. A comprehensive work session is held during that time with the Vice President and the

Associate Vice President for Business Affairs and the budget director to review the current year budget and prepare projections for the upcoming budget year.

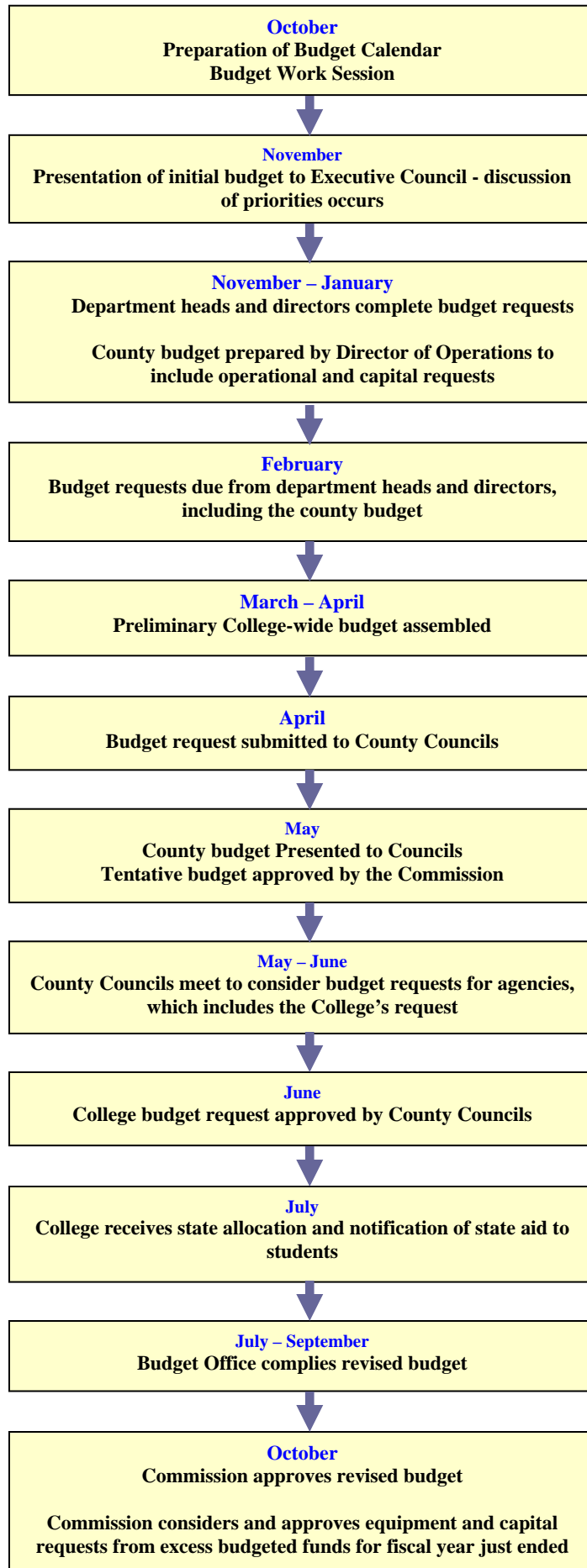
A set of preliminary budgeted financial statements are prepared and presented to the College's Executive Council. This presentation occurs in November and includes the requests for personnel, expenditures and revenues. This is the initial planning session for budget preparation, which incorporates priorities from the strategic planning process.

The department heads and directors complete the budget requests, which are due in February to the budget office. A preliminary college-wide budget is compiled using the data from the departments and is subsequently presented to the Executive Council for

approval. Modifications are made as necessary, and the preliminary or original college budget is submitted to the Commission for consideration usually in May. After approved it becomes the tentative budget on which to begin operations at the start of the new fiscal year on July 1. This process requires approximately nine months. **Exhibit 9** shows the budgeting process and time table.

College policy permits transfer of any sum from one budget line to another or from one department or division to another with written approval from the transferring manager, provided the bottom line budget is not affected. A transfer that would affect the bottom line would be considered a budget revision and would require approval from the Commission according to College policy.

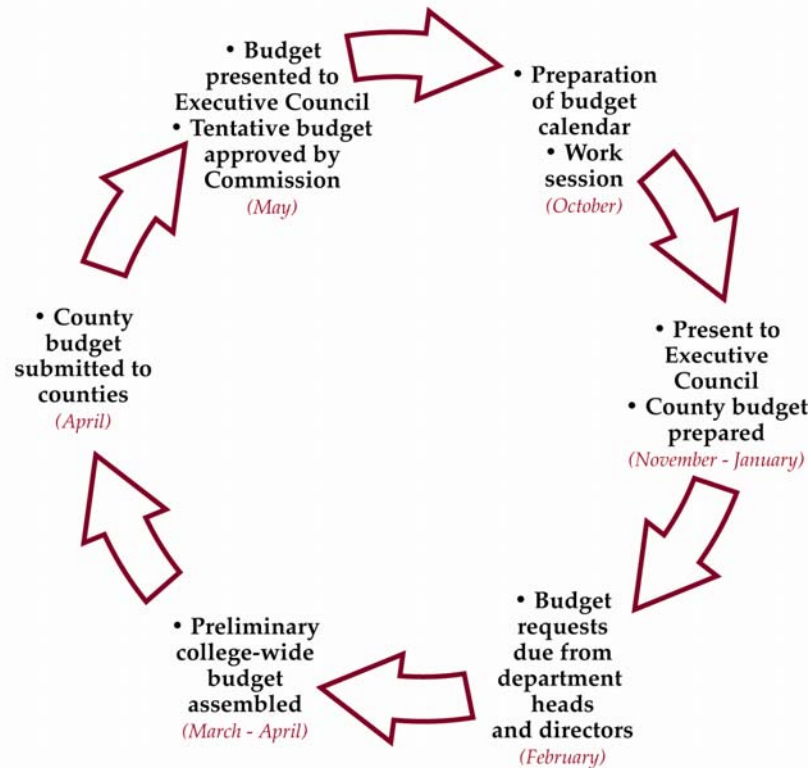
## Budget Calendar





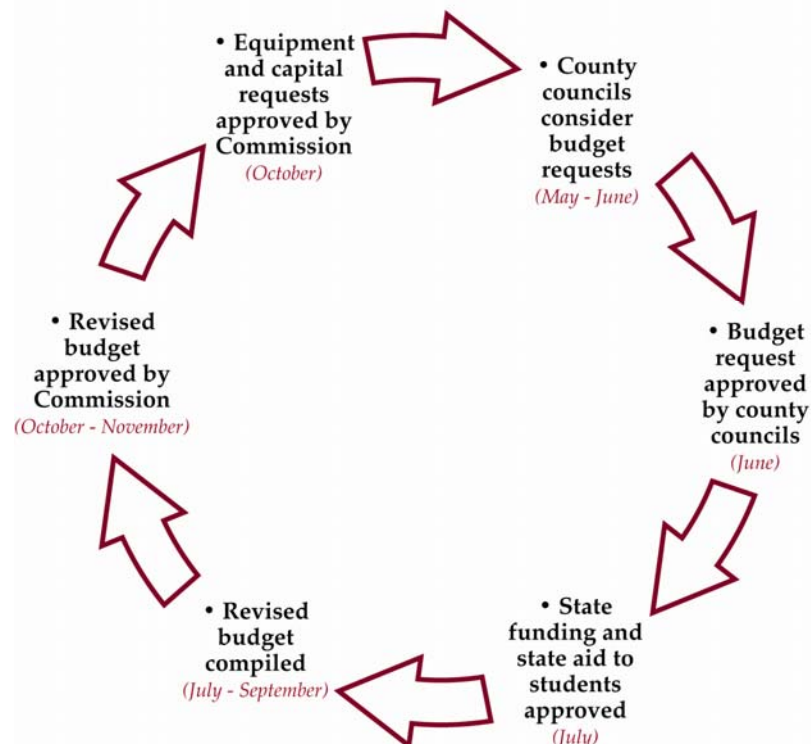
## Tentative Budget

*(Occurs from October - May)*



## Revised and Final Budget

*(Occurs from June - October)*



# MASTER FACILITIES PLANNING PROCESS

The College's master facilities planning process provides for the continuous development of the learning environment. Facility decisions are based on the following principles:

- Flexibility that ensures the College's ability to quickly adapt to a changing and often unpredictable environment.
- Technology that is current and flexible and allows the College to provide the very best educational experience for students, which is innovative in the delivery of services and that, maximizes efficiencies.

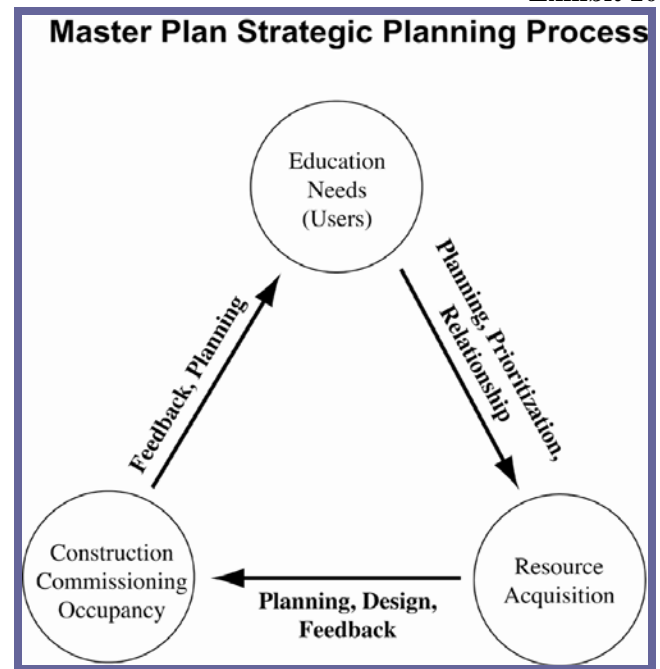
The College uses the following process to determine facility priorities:

- The annual facility plan, adopted annually, identifies the current approved and funded projects that the College has established as its priorities.
- The five-year facility plan as shown in **Appendix C**, of which the first year is the annual facility plan, identifies mid-range priorities and the potential funding sources. A review and update of the five-year facility plan must be conducted at least every two years.
- The ten-year facilities plan as shown in **Appendix B**, includes the annual plan and the five-year plan priorities, and identifies long-range facility priorities and their potential funding sources. The ten-year facility plan provides the projected cash flow for facility priorities and is reviewed annually and shared with the potential funding entities.

User input is valued and sought when designing facilities.

The diagram in **Exhibit 10** shows the Master Facilities Planning Process. It diagrams the relationship between the user needs, resource allocation, and the construction, commissioning and occupancy process and includes the components involved in each phase. The user needs are derived from the College's overall strategic planning process.

**Exhibit 10**



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# FINANCIAL SECTION

*The Financial Section includes financial policies, fund structure, the budget, financial statements and other information that will provide the reader with an understanding of Midlands Technical College's financial and budget operations.*



**Midlands  
Technical  
College**

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# FINANCIAL POLICIES

## Basis of Accounting and Budgeting

The College is considered a special-purpose government engaged only in business-type activities for financial statement purposes. Accordingly, the College's financial statements are presented using the economic resources measurement focus and the accrual basis of accounting. Under the accrual basis, revenues are recognized when earned, and expenses are recorded when an obligation has been incurred. Student tuition and auxiliary enterprise fees are presented net of scholarships and fellowships applied to student accounts, while stipends and other payments made directly to students are presented as scholarship expenses.

The basis of budgeting is the same as the basis of accounting except for scholarship allowances which are not budgeted; therefore, tuition and fee revenue is reflected in the gross amount.

## Budgeting Policies

Midlands Technical College adopts a balanced budget annually. The College defines a balanced budget as expenses that are equal to total anticipated revenues. The College does not use debt to fund current operating expenses. Transfers between line items are permitted as long as the bottom line budget is not affected. Changes in the bottom line budget are considered budget revisions and require prior approval from the governing board.

## Estimates

The preparation of financial statements in accordance with accounting principles generally accepted in the United States of America requires the use of estimates. Actual amounts may differ from the estimates.

## Fee Assessment and Residency Status

The Midlands Technical College Commission will annually review and establish the base fee (instructional, capital, plant, technology) and the student fee for curriculum credit students attending the College. The Commission delegates the authority to the administration to set administrative fees. The amount of tuition and fees paid by students attending the College shall be determined by the student's residency status (domicile). The

rules regarding the establishment of residence for fee and tuition purposes at the College are governed by the Code of Laws of South Carolina, regulations promulgated by the South Carolina Commission on Higher Education and Midlands Technical College Commission. Tuition and fees are calculated according to the following formula:

- In-County – All residents of Richland and Lexington Counties and Fairfield County residents attending at the Fairfield Extension Center, Base Fee
- In-State – Residents of other South Carolina counties including Fairfield attending at campus/center outside of Fairfield County, 125 percent of Base Fee
- Out-of-State – Non-residents of South Carolina, 300 percent of Base Fee
- International – Non-resident aliens defined by the Commission on Higher Education, 300 percent of Base Fee

A surcharge may be added to the fees of Lexington or Richland County students to offset any deficit in county funding. Approved surcharges shall be applied to curriculum credit students proportionately based on the number of credit hours taken with a maximum charge for twelve (12) credit hours. The actual surcharge amount shall be approved by the Commission and shall be effective only during the academic year in which the approval was granted. Students on active military duty assigned to military installations in South Carolina or dependents of those so assigned shall not be assessed the surcharge regardless of county of residence.

The in-state fee for Fairfield County residents attending at other than Fairfield County locations may be waived in any academic year in which Fairfield County funds the differential between in-county and in-state. When so funded, the fees for Fairfield County residents, regardless of location of attendance, shall be at the in-county rate.

All students enrolled in programs of study that require Cooperative Education courses for graduation shall be considered as full-time students. This status applies regardless of whether the cooperative work experience is parallel or alternating. These students shall pay fees based on the appropriate full-time student fee schedule.

The minimum fee for non-credit continuing education programs shall be \$.50 per contact hour, and the maximum fee shall be an amount sufficient to cover the total cost of the program. Fees for personal interest courses shall be at a rate that ensures the course is self-sufficient.

The base fee for credit programs shall fall within the range authorized by State Board. The Commission will consider annual tuition increases based on the Higher Education Price Index (HEPI).

Tuition waivers will be granted in accordance with the laws of South Carolina.

### **Investment Policy**

**Investment Objectives** – The primary objectives in priority order of investment activities shall be preservation of capital, liquidity and yield.

**Preservation of capital** – Preservation of capital is the foremost objective of the investment program. Funds shall be invested in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective is to mitigate risk. Risk is defined as limiting investments to the safest types of securities and structuring the investment portfolio so securities mature to meet cash requirements for ongoing operations and would prevent the need to sell securities prior to maturity.

**Liquidity** – The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. The portfolio shall be structured so that securities mature concurrent with cash needs to meet anticipated demands. Because all cash demands cannot be anticipated, a portion of the portfolio may be placed in overnight investments.

**Yield** – The investment portfolio shall be designed to attain the market rate of return throughout the budget cycle based on the current rate environment, risk constraints and liquidity needs. Generally investments are limited to maturity within one year; however, as the interest rate environment changes consideration shall be given to investments with maturities longer than a year but less than three.

The President or his designee shall make quarterly reports on the College's investment program to the Resource Management Committee of the Midlands Technical College Commission as information.

### **Expenditures for Promotional Activities from Auxiliary Funds**

It is the policy of the Midlands Technical College Commission, in recognition of the necessity to promote the activities of the College and to support the community development activities within the local service area, to authorize the administration to budget and expend up to 20% of the prior year net income derived from the operation of bookstores, canteens, and other auxiliary enterprises at the College for promotional purposes.

Funds budgeted for promotional purposes must be accounted for in the official financial records of the College and audited annually.

These funds may be expended without regard to restrictions normally placed on public funds except that all expenditures must be approved by the President. The President may delegate this authority to college Vice-Presidents. In addition, single expenditures of \$2,500 or more not included in the College's annual operating budget shall also have the approval of the Commission Chair. Single expenditures in excess of \$5,000 shall require approval of the Commission. These funds may not be used for purposes otherwise precluded by statute, such as salary supplements for state employees or supplements to approved regulations for travel reimbursements. Individual events sponsored for college employees are not considered promotional in nature.

### **Internal Audit**

It is the policy of Midlands Technical College (MTC) to provide and support an internal audit function as an independent appraisal activity to examine and evaluate college activities as a service to MTC management and the MTC Commission.

The MTC Commission shall retain the prerogative to task the internal audit function through the Resource Management Committee.

The internal audit function shall be accountable administratively to the president of the College. Internal audit is a staff function and as such does not have any responsibility or authority over audit areas; therefore, any review or recommendation by internal audit shall not in any way relieve the supervisor of assigned responsibilities.



In carrying out the internal audit function there shall be full, free and unrestricted access to all college activities, records, property and personnel.

### **Audit of Financial Records**

The College shall keep full and accurate accounts of receipts and expenditures and make reports in accordance with uniform procedures established for the State Technical Education system. Within 90 days following the close of the fiscal year, a complete audit of financial affairs shall be made by an independent certified public accounting firm with copies of the audit report and management letter to be delivered concurrently to the Midlands Technical College Commission and the State Board for Technical and Comprehensive Education. The Commission shall make copies available to the Richland and Lexington Counties delegations, the Richland and Lexington Counties Clerks of Court, and the Richland and Lexington County Councils.

The Commission of the College, upon recommendation of the Resource Management Committee, shall have the responsibility for selecting an independent certified public accounting firm to perform an annual audit of financial affairs in accordance with the State Board for Technical and Comprehensive Education's Policies and Procedures.

Competitive proposals shall be solicited and evaluated for selection of an independent certified public accounting firm at least every five years.

### **Debt Policy and Financing Options**

Midlands Technical College takes a conservative approach to issuing debt and uses State Institution bonds to finance facilities where state and local funding is nonexistent or not sufficient to provide funding for projects. These State Institution Bonds are general obligation bonds of the State and backed by the full faith, credit, and taxing power of the State. While the College does not have a defined debt limit, it typically borrows money through the State and therefore would be limited to the State's debt ceilings. Tuition revenue is pledged up to the amount of annual debt requirements for the payment of principal and interest on general obligation bonds. The legal debt margin for general obligation bonds is structured so that the maximum amount of annual debt service shall not exceed ninety percent of the sums received from tuition bond fees (capital fees) for the preceding fiscal year. The College budgets debt service payments as transfers from the operating fund to the debt service fund.

The College uses the State's capital leasing program to lease equipment for computer operating systems that run its administrative and student software. The College does not use debt to finance current operating activities.

### **Capitalization Policy**

Capital assets are recorded at cost at the date of acquisition or fair market value at the date of donation in the case of gifts. The College follows capitalization guidelines established by the State of South Carolina. All land is capitalized regardless of cost. Qualifying improvements that rest in or on the land itself are recorded as depreciable land improvements. Major additions and renovations and other improvements that add to the useable space, prepare existing buildings for new uses, or extend the useful life of existing buildings are capitalized. The College capitalizes moveable personal property with a unit value in excess of \$5,000 and a useful life in excess of three years and depreciable land improvements, buildings and improvements, and intangible assets costing in excess of \$100,000. Routine repairs and maintenance and library materials, except individual items costing in excess of \$5,000, are charged to operating expenses in the year in which the expense was incurred. Certain works of art are considered inexhaustible. These capital assets are not subject to depreciation. Depreciation of capital assets is computed using the straight-line method over the estimated useful lives of the assets, generally 15 to 50 years for buildings and improvements and land improvements and 2 to 25 years for machinery, equipment, and vehicles. A full year of depreciation is taken the year the asset is placed in service and no depreciation is taken in the year of disposition.

## FUND STRUCTURE AND FUNCTION

| Current Operating Funds |            | Plant Funds  |                     |                         | Other Funds  |                             |
|-------------------------|------------|--------------|---------------------|-------------------------|--------------|-----------------------------|
| Unrestricted            | Restricted | Construction | Investment in Plant | Renewal and Replacement | Debt Service | Enterprise Campus Authority |

For budgetary purposes and in order to ensure observance of limitations and restrictions placed on the use of the resources available to the College, the accounts of the College are maintained in accordance with the principles of “fund accounting”. This is the process that accounts for resources that are identified for various purposes into funds that are in accordance with activities or specified objectives.

For financial reporting purposes, the College is considered a special-purpose government engaged only in business-type activities and reports in accordance with Governmental Accounting Standards Board (“GASB”) Statement No. 34, *Basic Financial Statements and Management’s Discussion and Analysis for State and Local Governments*, and GASB Statement No. 35, *Basic Financial Statements and Management’s Discussion and Analysis for Public Colleges and Universities*. The financial statement presentation required by GASB Statements No. 34 and No. 35 provides a comprehensive, entity-wide perspective of the College’s assets, liabilities, net assets, revenues, expenses, changes in net assets and cash flows that replace the fund-group perspective previously required.

Midlands Technical College has two component units based on GASB Statement No. 39, *Determining whether Certain Organizations are Component Units*, which are included for financial reporting purposes. Both organizations are described in the following paragraphs.

The Midlands Technical College Foundation, Inc. (the Foundation) is a nonprofit organization that was formed August 12, 1970 to benefit and support education at Midlands Technical College. It is a legally separate tax exempt component unit of the College. The Foundation acts primarily as a fund-raising organization to supplement the resources that are available to the College in support of its programs. A separate board of directors governs the Foundation. The 39-member board of the

Foundation is self perpetuating and consists of graduates and friends of the College. The activity of the Foundation is included separately in the College’s financial statements. The Foundation is a discretely presented component unit of the College with a separate budget and a separate governing board and therefore is not be presented in this document.

The Midlands Technical College Enterprise Campus Authority (The Authority) was established in 2004 by S.C. Act 200, codified as sub-article 3, Article 20, Chapter 53, Title 59 of the 1976 South Carolina Code of Laws, as amended. For accounting and financial reporting purposes, the Authority is considered a blended component unit of Midlands Technical College. The Authority was established to provide for the management, development and operation of the Enterprise Campus of Midlands Technical College, located on the Northeast Campus. The Board of the Authority consists of the members of the Midlands Technical College Commission, all serving ex-officio. The activity of the Authority is blended in the financial statements of the College, for financial statement reporting. The ECA has a separate budget from the College but because it is included for financial statement purposes it is also included in the statements contained in this document.

### Major Funds Definition

The primary mission of the College is budgeted, financed and accounted for in the major funds, which represent more than 10 percent of budgeted revenues or expenses. The College has described all funds within its accounting structure with the exception of the Foundation which has its own budget and reporting structure.

### Current Operating Funds - major fund group

The Current Operating Funds of the College are comprised of Current Unrestricted and Current

Restricted Funds and include all unrestricted gifts, grants, and other resources earned during the reporting period as well as restricted resources to the extent they are expended. Certain current operating funds are appropriated. The College receives appropriations from the State and counties which are accounted for in both operating construction and debt service funds.

Current Unrestricted Funds account for approximately 82 percent of state appropriations. State appropriations are used to offset salaries and benefits for employees. Local appropriations from the counties in the College's service area are also received and accounted for in the Current Unrestricted Fund. County funds are used to support the College's physical plant facilities. Revenues are recognized when earned and expenditures are recognized when incurred (accrual basis).

Current Restricted Funds are reported as revenues and expenditures when expended for current operating purposes. Substantially all funds received and accounted for in this fund are grants, primarily student financial aid to students and contracts.

## **Plant Funds**

### **Construction - major fund**

Gifts, contributions and appropriations are used for construction of physical properties and are recorded in the Construction Fund. Included in this fund are revenues from local capital appropriations and state capital improvement bond funding requested from the State of South Carolina, state institution bonds and college funds as approved by the College's governing board.

### **Renewal and Replacement – non-major fund**

Additions to the Renewal and Replacement fund arise from mandatory and voluntary transfers from other funds. Deductions from net assets consist primarily of expenditures for renewals and replacements of plant assets, some of which may be considered as additions to plant assets in the investment-in-plant fund and some of which may be renewals and replacements of a type not ordinarily capitalized.

### **Investment in Plant – non-major fund**

The College's capital assets are accounted for in the Investment in Plant Fund. The College uses the capitalization guidelines established by the State of South Carolina, which are outlined in the financial policies of this document. The capitalization of assets is recorded at fiscal year end. Depreciation is budgeted annually based on projections and past experience.

## **Other Funds**

### **Debt Service – non-major fund**

The Debt Service fund is used to record the amounts transferred to the South Carolina State Treasurer for payment of principal and interest under the terms of three separate issues of State Institution Bonds, Series 1998A and 2002C, and 2007A. Additionally, county revenue received for payment of debt service is recorded in the debt service fund.

The matrix provided in **Exhibit 11-1** reflects the relationship between the functional units of the College and the funds in aggregate:

### **Enterprise Campus Authority (the Authority) – non-major fund**

Funds maintained for the Authority are for the specific purpose of the development and maintenance of the Enterprise Campus Authority (ECA). The budget of the ECA is funded by transfers from the College.

| Use of Funds by Function           |                   |            |              |                     |              |         |                             |
|------------------------------------|-------------------|------------|--------------|---------------------|--------------|---------|-----------------------------|
| Function                           | Current Operating |            | Plant Funds  |                     |              |         | Other Funds                 |
|                                    | Unrestricted      | Restricted | Construction | Investment in Plant | Debt Service | Renewal | Enterprise Campus Authority |
| Instruction                        | √                 | √          |              |                     |              |         |                             |
| Academic Support                   | √                 | √          |              |                     |              |         |                             |
| Student Services                   | √                 | √          |              |                     |              |         |                             |
| Public Service                     |                   |            |              |                     |              |         | √                           |
| Operation and Maintenance of Plant | √                 |            | √            |                     | √            | √       |                             |
| Institutional Support              | √                 | √          |              |                     |              | √       |                             |
| Scholarships                       | √                 | √          |              |                     |              |         |                             |
| Auxiliary Enterprises              | √                 |            |              |                     |              |         |                             |
| Depreciation                       |                   |            |              | √                   |              |         |                             |

### NACUBO Classifications

- **Instruction** – Includes expenses for all activities that are integral to the College's instructional program, to include expenses for credit and noncredit programs.
- **Academic Support** – Includes expenses that provide support for instructional services.
- **Student Services** – Includes expenses incurred for the purpose of contributing to students' emotional and physical well-being and intellectual, cultural, and social development.
- **Public Service** – Includes expenses for activities established primarily to provide non-instructional services beneficial to individuals and groups external to the institution.
- **Operation and Maintenance of Plant** – Includes all expenses for the administration, supervision, operation, maintenance, preservation, and protection of the College's physical plant.
- **Institutional Support** – Includes expenses for central, executive-level activities concerned with management and long-range planning for the College.
- **Scholarships** – Includes grant-in-aid and tuition and fee waivers.
- **Auxiliary Enterprises** – Includes expenses that furnish goods and services to students, faculty, staff, other institutional departments, and to the general public, for profit and is self-supporting entity.
- **Depreciation** – Includes depreciation expense for facilities, equipment and infrastructure assets of the College.

# Midlands Technical College Combined Budget 2007-2008

## SUMMARY OF COMBINED BUDGET

|                               |                              |
|-------------------------------|------------------------------|
| <b>Revenues</b>               | <b>\$ 166,346,431</b>        |
| <b>Expenses</b>               | <b><u>\$ 165,692,080</u></b> |
| <b>Increase In Net Assets</b> | <b><u>\$ 654,351</u></b>     |

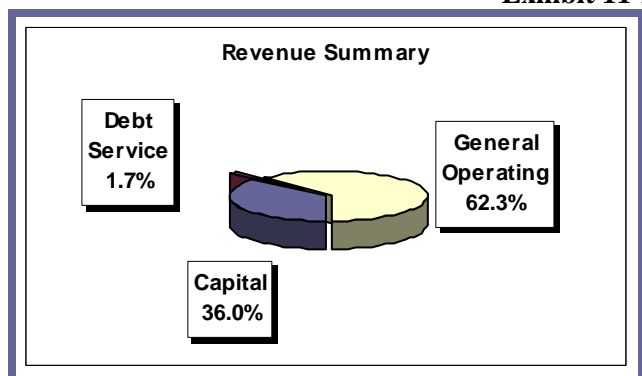
## REVENUE SUMMARY

|                       |                              |
|-----------------------|------------------------------|
| <b>Capital</b>        | <b>\$ 60,230,335</b>         |
| <b>Debt Service</b>   | <b>\$ 2,849,855</b>          |
| <b>Non-Capital</b>    | <b><u>\$ 103,266,241</u></b> |
| <b>Total Revenues</b> | <b><u>\$ 166,346,431</u></b> |

## EXPENSE SUMMARY

|                       |                              |
|-----------------------|------------------------------|
| <b>Capital</b>        | <b>\$ 59,899,335</b>         |
| <b>Debt Service</b>   | <b>\$ 2,406,142</b>          |
| <b>Non-Capital</b>    | <b><u>\$ 103,386,603</u></b> |
| <b>Total Expenses</b> | <b><u>\$ 165,692,080</u></b> |

**Exhibit 11-2**

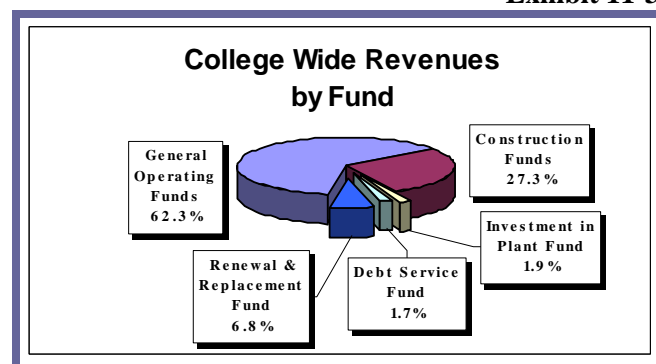


The 2007-2008 combined revenue budget is \$166,346,431 and is made up of 62.3 percent non-capital or general operating funds, capital funds of 36.0 percent and debt service funds of 1.7 percent as shown in **Exhibit 11-2**.

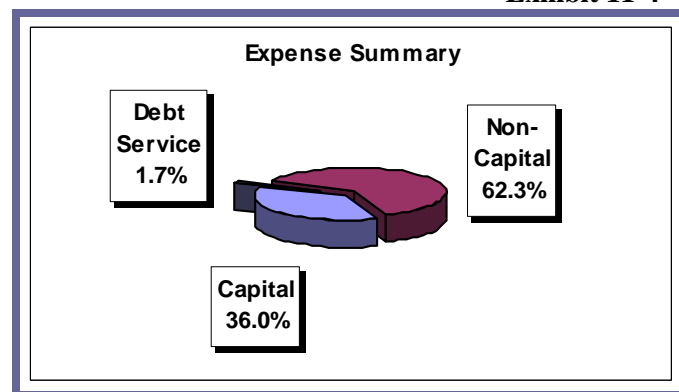
General operating funds include revenue for student tuition and fees, grants and contracts auxiliary enterprises and other operating revenues. Capital revenue sources are, capital fees from student tuition, designated fund balance, and state institution bond

proceeds. Debt service revenues include capital fees. College wide revenues by fund consist of general operating at 62.3 percent, construction at 27.3 percent, renewal and replacement of 6.8 percent, investment in plant of 1.9 percent and debt service of 1.7 percent. The ECA does not have budgeted revenue for this year. **Exhibit 11-3** shows this data.

**Exhibit 11-3**



**Exhibit 11-4**



The expense budget is \$165,692,080 and consists of non-capital at 62.4 percent, capital at 36.0 percent and debt service of 1.6 percent as shown in **Exhibit 11-4**.

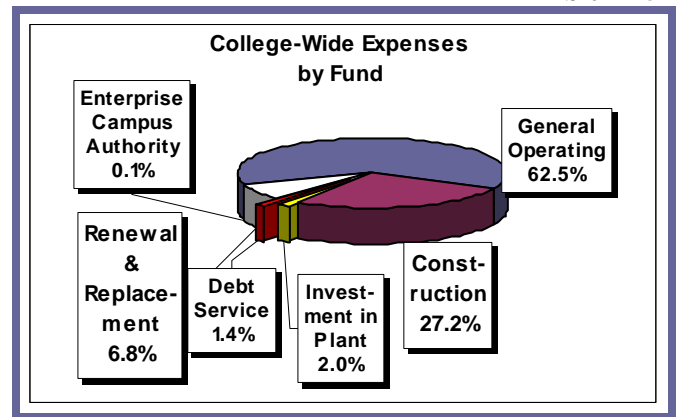
Approximately 99.9 percent of the non-capital expenses represent general operating, while the remaining .1 percent comes from the ECA.

Capital expenses include those related to construction, investment in plant and renewal and replacement of capital assets.

The remaining 1.6 percent represents debt service funds for payment of principal and interest and includes transfers of \$1.0 million to the construction fund for the Half Mill projects.

College-Wide Expenses by Fund (**Exhibit 11-5**) include general operating at 62.5 percent, construction of 27.2 percent, renewal and replacement 6.8 percent, investment in plant at 2.0 percent, debt service at 1.4 percent and ECA at .1 percent.

**Exhibit 11-5**



**Midlands Technical College**  
**Combined Funds**  
**2007-2008 Budgetary Statement of**  
**Resources, Uses and Changes in Net Assets**

|                                                               | Unrestricted<br>Funds | Restricted<br>Funds | Construction<br>Fund | Investment in<br>Plant Fund | Debt Service<br>Fund | Renewal<br>Fund | Enterprise<br>Campus<br>Authority<br>Fund | Total<br>All Funds |
|---------------------------------------------------------------|-----------------------|---------------------|----------------------|-----------------------------|----------------------|-----------------|-------------------------------------------|--------------------|
| <b>REVENUES</b>                                               |                       |                     |                      |                             |                      |                 |                                           |                    |
| Operating revenues:                                           |                       |                     |                      |                             |                      |                 |                                           |                    |
| Student tuition and fees                                      | \$ 37,056,974         | \$ —                | \$ —                 | \$ —                        | \$ 1,800,000         |                 | \$ —                                      | \$ 38,856,974      |
| Federal grants and contracts                                  | —                     | 16,323,142          | —                    | —                           | —                    | —               | —                                         | 16,323,142         |
| State grants and contracts                                    | —                     | 10,113,208          | —                    | —                           | —                    | —               | —                                         | 10,113,208         |
| Nongovernmental grants and<br>contracts                       | —                     | 6,811               | —                    | —                           | —                    | —               | —                                         | 6,811              |
| Sales and services of educational<br>departments              | 78,500                | —                   | —                    | —                           | —                    | —               | —                                         | 78,500             |
| Auxiliary enterprises                                         | 7,500,561             | —                   | —                    | —                           | —                    | —               | —                                         | 7,500,561          |
| Other operating revenues                                      | 676,550               | —                   | —                    | —                           | —                    | —               | —                                         | 676,550            |
| Total operating revenues                                      | 45,312,585            | 26,443,161          | —                    | —                           | 1,800,000            | —               | —                                         | 73,555,746         |
| <b>EXPENSES</b>                                               |                       |                     |                      |                             |                      |                 |                                           |                    |
| Operating expenses:                                           |                       |                     |                      |                             |                      |                 |                                           |                    |
| Salaries                                                      | 39,130,528            | 3,259,363           | —                    | —                           | —                    | —               | —                                         | 42,389,891         |
| Benefits                                                      | 11,143,666            | 552,431             | —                    | —                           | —                    | —               | —                                         | 11,696,097         |
| Scholarships                                                  | 1,500,000             | 21,407,169          | —                    | —                           | —                    | —               | —                                         | 22,907,169         |
| Utilities                                                     | 1,614,135             | —                   | —                    | —                           | —                    | —               | —                                         | 1,614,135          |
| Supplies and other services                                   | 16,768,578            | 3,481,371           | 50,624,276           | —                           | 634,925              | 11,438,259      | 120,362                                   | 83,067,771         |
| Depreciation                                                  | —                     | —                   | —                    | 3,245,800                   | —                    | —               | —                                         | 3,245,800          |
| Total operating expenses                                      | 70,156,907            | 28,700,334          | 50,624,276           | 3,245,800                   | 634,925              | 11,438,259      | 120,362                                   | 164,920,863        |
| Operating income (loss)                                       | (24,844,322)          | (2,257,173)         | (50,624,276)         | (3,245,800)                 | 1,165,075            | (11,438,259)    | (120,362)                                 | (91,365,117)       |
| <b>NONOPERATING<br/>REVENUES (EXPENSES)</b>                   |                       |                     |                      |                             |                      |                 |                                           |                    |
| State appropriations                                          | 20,148,000            | 2,257,173           | —                    | —                           | —                    | —               | —                                         | 22,405,173         |
| Local appropriations                                          | 8,262,483             | —                   | —                    | —                           | 974,855              | —               | —                                         | 9,237,338          |
| Investment income                                             | 842,839               | —                   | 437,000              | —                           | 75,000               | —               | —                                         | 1,354,839          |
| Interest on capital asset-related<br>debt                     | —                     | —                   | —                    | —                           | (771,217)            | —               | —                                         | (771,217)          |
| Federal grants and contracts                                  | —                     | —                   | —                    | —                           | —                    | —               | —                                         | —                  |
| Net non-operating revenues                                    | 29,253,322            | 2,257,173           | 437,000              | —                           | 278,638              | —               | —                                         | 32,226,133         |
| Income before other revenues,<br>expenses, gains, or losses   | 4,409,000             | —                   | (50,187,276)         | (3,245,800)                 | 1,443,713            | (11,438,259)    | (120,362)                                 | (59,138,984)       |
| <b>Capital grants, gifts, revenue,<br/>and appropriations</b> |                       |                     |                      |                             |                      |                 |                                           |                    |
| State capital funds                                           | —                     | —                   | 2,845,893            | —                           | —                    | —               | —                                         | 2,845,893          |
| Local capital appropriations                                  | —                     | —                   | 1,500,000            | —                           | —                    | —               | —                                         | 1,500,000          |
| State Institution Bonds                                       | —                     | —                   | 22,816,717           | —                           | —                    | —               | —                                         | 22,816,717         |
| College funds                                                 | —                     | —                   | 4,012,274            | —                           | —                    | —               | —                                         | 4,012,274          |
| Other revenue sources-fund<br>balance                         | —                     | —                   | 14,034,392           | 3,245,800                   | —                    | 11,338,259      | —                                         | 28,618,451         |
| Transfers to/(from) other funds                               | (4,409,000)           | —                   | 5,309,000            | —                           | (1,000,000)          | 100,000         | —                                         | —                  |
| Increase in net assets                                        | —                     | —                   | 331,000              | —                           | 443,713              | —               | (120,362)                                 | 654,351            |
| <b>NET ASSETS</b>                                             |                       |                     |                      |                             |                      |                 |                                           |                    |
| Net assets-beginning of year                                  | 5,096,871             | —                   | 15,027,932           | 41,463,024                  | 411,443              | 12,104,145      | 368,612                                   | 74,472,027         |
| Net assets-end of year                                        | \$ 5,096,871          | \$ —                | \$ 15,358,932        | \$ 41,463,024               | \$ 855,156           | \$ 12,104,145   | \$ 248,250                                | \$ 75,126,378      |



**Midlands Technical College**  
**Combined Funds**  
**Three Year Comparative Statement Ending**  
**June 30, 2008**

|                                                          | 2005 - 2006   | 2006 – 2007  |               | 2007 - 2008     |
|----------------------------------------------------------|---------------|--------------|---------------|-----------------|
|                                                          | Actual        | Budget       | Actual        | Approved Budget |
| <b>REVENUES</b>                                          |               |              |               |                 |
| Operating revenues:                                      |               |              |               |                 |
| Student tuition and fees                                 | \$ 34,229,886 | \$37,284,400 | \$ 36,447,424 | \$ 38,856,974   |
| Federal grants and contracts                             | 13,125,843    | 17,251,416   | 13,584,530    | 16,323,142      |
| State grants and contracts                               | 9,281,194     | 11,050,252   | 10,079,966    | 10,113,208      |
| Nongovernmental grants and contracts                     | 265,726       | 314,983      | 195,870       | 6,811           |
| Sales and services of educational departments            | 65,595        | 69,631       | 59,011        | 78,500          |
| Auxiliary enterprises                                    | 7,544,144     | 7,213,587    | 7,980,218     | 7,500,561       |
| Other operating revenues                                 | 707,089       | 1,404,200    | 742,382       | 676,550         |
| Total operating revenues                                 | 65,219,477    | 74,588,469   | 69,089,401    | 73,555,746      |
| <b>EXPENSES</b>                                          |               |              |               |                 |
| Operating expenses:                                      |               |              |               |                 |
| Salaries                                                 | 37,437,269    | 40,609,517   | 38,946,598    | 42,389,891      |
| Benefits                                                 | 8,762,729     | 11,785,886   | 9,761,904     | 11,696,097      |
| Scholarships                                             | 21,298,973    | 24,038,186   | 22,441,426    | 22,907,169      |
| Utilities                                                | 1,478,465     | 1,686,180    | 1,507,205     | 1,614,135       |
| Supplies and other services                              | 19,662,583    | 81,180,130   | 19,936,260    | 83,067,771      |
| Depreciation                                             | 3,195,626     | 3,200,000    | 2,942,705     | 3,245,800       |
| Total operating expenses                                 | 91,835,645    | 162,499,899  | 95,536,098    | 164,920,863     |
| Operating income (loss)                                  | (26,6616,168) | (87,911,430) | (26,446,697)  | (91,365,117)    |
| <b>NONOPERATING REVENUES (EXPENSES)</b>                  |               |              |               |                 |
| State appropriations                                     | 19,059,973    | 22,141,001   | 19,759,248    | 22,405,173      |
| Local appropriations                                     | 9,355,088     | 6,248,342    | 7,198,337     | 9,237,338       |
| Investment income (net of investments expenses)          | 1,189,573     | 902,839      | 1,832,051     | 1,354,839       |
| Interest on capital asset-related debt                   | (316,707)     | (380,000)    | (358,435)     | (771,217)       |
| Federal grants and contracts                             | 22,816        | 71,200       | 20,484        | —               |
| Other non-operating revenues                             | (11,098)      | 25,000       | (9,021)       | —               |
| Net non-operating revenues                               | 27,572,645    | 29,008,382   | 28,442,664    | 32,226,133      |
| Income before other revenues, expenses, gains, or losses | 2,683,477     | (58,903,048) | 1,995,967     | (59,138,984)    |
| Contributed capital assets                               | —             | —            | 27,168        | —               |
| Research university infrastructure bonds                 | —             | —            | 339,970       | —               |
| State capital funds                                      | 181,858       | 1,185,863    | —             | 2,845,893       |
| Local capital appropriations                             | —             | 13,629,050   | 1,762,000     | 1,500,000       |
| State capital improvement Bonds                          | —             | 20,000,000   | —             | —               |
| State institution bonds                                  | —             | —            | —             | 22,816,717      |
| College funds-                                           | —             | 7,034,334    | —             | 4,012,274       |
| Other revenue sources fund balance                       | —             | 17,278,577   | 107,250       | 28,618,451      |
| Transfers to/(from) other funds                          | —             | —            | —             | —               |
| Increase in net assets                                   | 2,865,335     | 224,776      | 4,232,355     | 654,351         |
| <b>NET ASSETS</b>                                        |               |              |               |                 |
| Net assets-beginning of year                             | 67,398,546    | 70,263,881   | 70,236,672*   | 74,472,027      |
| Net assets-end of year                                   | \$ 70,263,881 | 70,488,657   | \$ 74,472,027 | \$ 75,126,378   |

<sup>1</sup> The category of expenses contains those related to construction, where the budget includes the entire cost of construction and the actual includes only those expenses used during the period.

\* The College restated its beginning net assets for the Enterprise Campus Authority for fiscal year ended June 30, 2007 in the amount of \$24,209.

**Midlands Technical College  
General Operating Funds  
Three Year Comparative Statement Ending  
June 30, 2008**

|                                                              | 2005 - 2006   | 2006 - 2007   |               | 2007 - 2008     |
|--------------------------------------------------------------|---------------|---------------|---------------|-----------------|
|                                                              | Actual        | Budget        | Actual        | Approved Budget |
| <b>REVENUES</b>                                              |               |               |               |                 |
| Operating revenues:                                          |               |               |               |                 |
| Student tuition and fees                                     | \$ 33,621,120 | \$ 35,484,400 | \$ 34,647,424 | \$ 37,056,974   |
| Federal grants and contracts                                 | 13,125,843    | 17,251,416    | 13,584,530    | 16,323,142      |
| State grants and contracts                                   | 9,263,216     | 11,050,252    | 10,079,966    | 10,113,208      |
| Nongovernmental grants and contracts                         | 265,726       | 314,983       | 195,870       | 6,811           |
| Sales and services of educational departments                | 65,595        | 69,631        | 59,011        | 78,500          |
| Auxiliary enterprises                                        | 7,544,144     | 7,213,587     | 7,980,218     | 7,500,561       |
| Other operating revenues                                     | 695,105       | 1,404,200     | 778,955       | 676,550         |
| Total operating revenues                                     | 64,580,749    | 72,788,469    | 67,325,974    | 71,755,746      |
| <b>EXPENSES</b>                                              |               |               |               |                 |
| Operating expenses:                                          |               |               |               |                 |
| Salaries                                                     | 37,348,611    | 40,508,998    | 38,898,517    | 42,389,891      |
| Benefits                                                     | 8,750,402     | 11,775,834    | 9,756,944     | 11,696,097      |
| Scholarships                                                 | 21,298,974    | 24,038,188    | 21,963,354    | 22,907,169      |
| Utilities                                                    | 1,478,465     | 1,686,180     | 1,507,205     | 1,614,135       |
| Supplies and other services                                  | 18,247,370    | 22,537,651    | 22,146,787    | 21,224,804      |
| Total operating expenses                                     | 87,123,822    | 100,546,851   | 94,272,807    | 99,832,096      |
| Operating income (loss)                                      | (22,543,073)  | (27,758,382)  | (26,946,833)  | (28,076,350)    |
| <b>NONOPERATING REVENUES (EXPENSES)</b>                      |               |               |               |                 |
| State appropriations                                         | 19,059,973    | 22,141,001    | 19,758,424    | 22,405,173      |
| Local appropriations                                         | 5,450,588     | 5,678,342     | 5,638,337     | 9,237,338       |
| Investment income (net of investments expenses)              | 1,150,762     | 842,839       | 1,677,108     | 842,839         |
| Federal grants and contracts                                 | 22,816        | 25,000        | 20,484        | —               |
| State grants and contracts                                   | —             | 71,200        | —             | —               |
| Net non-operating revenues                                   | 25,684,139    | 28,758,382    | 27,094,353    | 32,485,350      |
| Income before other revenues, expenses, gains, or losses     | 3,141,066     | 1,000,000     | 147,520       | 4,409,000       |
| Capital grants, gifts, revenue, appropriations and transfers | (2,776,428)   | (1,000,000)   | 824           | (4,409,000)     |
| Other revenue sources-fund balance                           | —             | —             | —             | —               |
| Increase in net assets                                       | 364,638       | —             | 148,344       | —               |
| <b>NET ASSETS</b>                                            |               |               |               |                 |
| Net assets-beginning of year                                 | 4,583,889     | 4,948,527     | 4,948,527     | 5,096,871       |
| Net assets-end of year                                       | \$ 4,948,527  | \$ 4,948,527  | \$ 5,096,871  | \$ 5,096,871    |

# **Midlands Technical College** **General Operating Funds Budgeted** **Major Revenues (Sources)** **2007 – 2008**

## **Descriptions of Revenue Sources Budgeted**

A description of the College's revenue sources from largest to smallest are as follows and may be found in **Exhibit 11-6**:

### **Capital funding sources**

Capital funding for this budget year is 35.7 percent, the largest of all revenues for the College. Capital funds are made up of fund balance at 17.1 percent, state institution bonds at 13.6 percent, college sources at 2.4 percent, state sources at 1.7 percent and local capital appropriations of .9 percent. Capital projects are discussed in detail in the Capital Budgeting Section of this document. The major sources of capital funding are as follows:

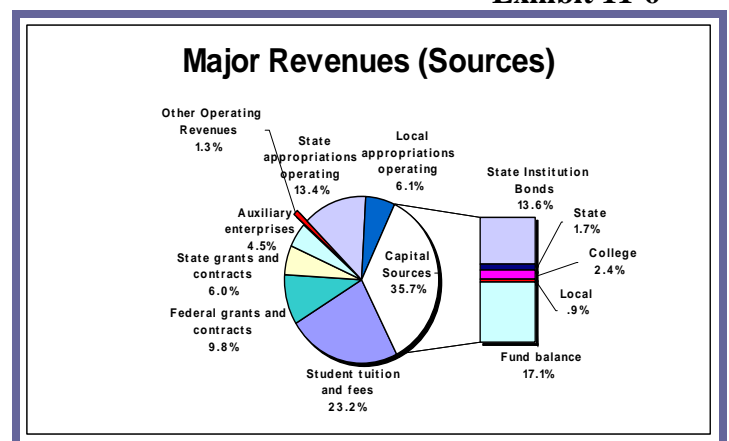
- **Fund balance** - The College defines the term "fund balance" for budgeting purposes as the amount of revenue over expense for the budget year after subtracting a 30-day operating reserve. Fund balance is used for one-time nonrecurring expenses, usually capital or other major projects and equipment.

Fund balance is the largest source of capital funding at 17.1 percent and consists of those in the construction fund of \$14.0 million, renewal and replacement fund of \$11.4 million, and the investment in plant fund of \$3.3 million. The College accounts for its capital assets in these funds. Sources of fund balances are both board designated and undesignated.

- **State institution Bonds** - State institution bonds are the second largest source of capital revenue at 13.6 percent or approximately \$22.8 million and support the Half Mil Projects. These projects are discussed in detail in the capital budgeting section of this document. State institution bonds include approximately \$13.2 million that the College anticipates borrowing in the near future, and approximately \$9.6 million are remaining proceeds for the 2007A issue that is being used for construction of Harbison Classroom and the Northeast Accelerator buildings. The counties are providing funding for the debt service.

- **College revenues** - These funds represent those in the construction fund, budgeted and not used for prior-year contingencies, funds on hand at the State Treasurer's Office, reimbursement from the counties for debt service and budgeted funds not used in the major building renovation projects.
- **State capital** - Capital funding from the State for this budget year is approximately \$2.9 million and represents approximately 1.7 percent of the total capital revenue. This represents \$1.0 million appropriated for the Northeast campus in one time funds from proviso 73.12, \$1.0 million for the Lexington Hall addition appropriated from excess lottery funds, approximately \$.8 million remaining on the Life Science funds appropriated during the prior budget year and \$34,256 remaining on deferred maintenance funds. These amounts are accounted for in the construction fund.
- **Local capital appropriations** - Richland and Lexington Counties provide 1.5 mils annually to support the College's capital projects. The 1 mil contributes to construction and major renovation projects and the 0.5 mil is designated specifically for debt service. Local capital appropriations for the current year are \$1.5 million and represent .9 percent of all capital sources of revenue for this budget year.

**Exhibit 11-6**



Funding for capital sources is based on approval of the projects outlined in the five-year facilities plan in **Appendix C** on pages 134-137. Projections and trend data by project may be found in **Appendix B** on pages 138-140.

### **Student tuition and fees**

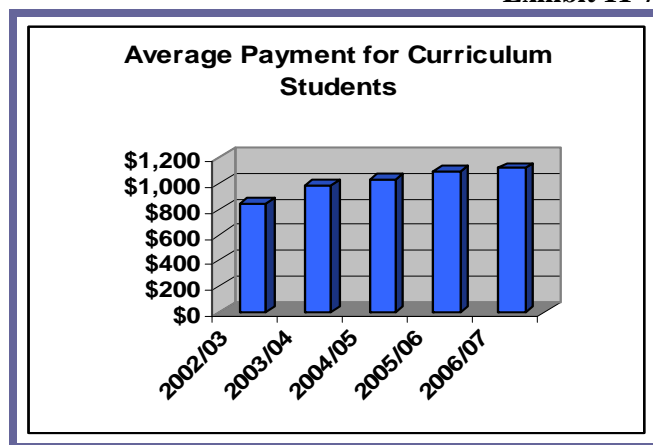
This category provides the second largest source of total revenues and the largest source of unrestricted revenue for the College at approximately 23.2 percent or \$38.9 million. It represents charges to students including charges for continuing education courses and contracts. The budget does not include an estimate for scholarship allowances, which are required for financial reporting purposes. Student tuition and fee revenue is reported in the gross amount for budgeting purposes. Student revenue supports all operating expenses other than state salaries and fringe benefits and operation and maintenance of plant expenses, which are provided by the counties.

As state funding remains relatively flat, the tuition revenue provides necessary funding for the College to carry out its mission. College policy requires an annual review of tuition by the Commission to establish the base tuition fee, which includes instruction, capital, plant and technology, and the student fee for credit students who attend the College. The College has made every effort to keep increases to a minimum and in line with the Higher Education Price Index (HEPI). The HEPI is an inflation index designed specifically for higher education and is a more accurate indicator of cost changes for colleges and universities than the Consumer Price Index. It is used primarily to project future budget increases for colleges and universities. The 2007 – 2008 Fiscal Year Budget includes a 5.0 percent increase in tuition based on the HEPI, which was 5.0 percent for 2006, the latest year available at the time the budget was prepared.

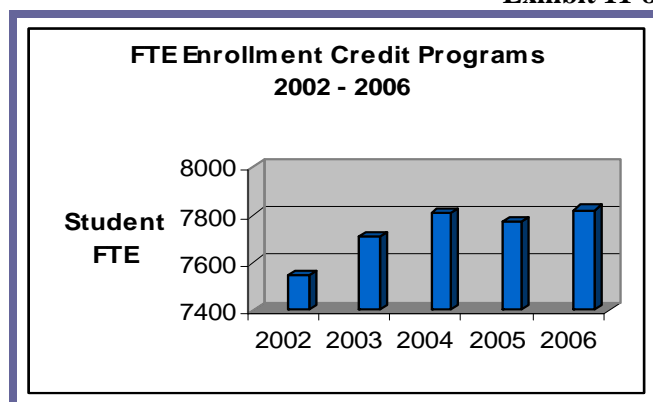
The budgeted compilation for tuition revenue uses a process that is based on full-time equivalent (FTE) enrollment combined with the average payment made by students. This formula has been used over time and proven to be a reliable tool for forecasting tuition revenue. The formula recognizes that most of the students attending the College are not full-time and will not pay the full-time rate. Therefore, since most students pay based on the number of credit hours they take rather than the full time rate, the formula averages the payments, factors in tuition increases and uses the calculated rate to project tuition revenue for the upcoming year. **Exhibit 11-7** shows the average pay for curriculum students for the past five years.

The increases primarily represent the cost of attendance factor rather than substantial increases in enrollment. **Exhibit 11-8** shows no significant increases or decreases in FTE enrollment since the 2004 year.

**Exhibit 11-7**



**Exhibit 11-8**



This data includes FTE enrollment for credit programs only and excludes continuing education programs. Tuition for continuing education, noncredit programs is estimated separately.

The State does not provide additional funding for the support of noncredit programs and services, therefore, the Continuing Education Division strives to be self supporting in a similar manner as the credit tuition revenue provides support for its programs and services. Revenue for noncredit programs is estimated based on past successes and future commitments, while maintaining awareness on the bottom line. During the past several years the Continuing Education division has strived to cover its direct costs and is cognizant that it also incurs indirect costs, which it does not cover at this point, but continues to work toward that end.

For additional trend data, reference the **Statistical Section, Schedule 5** on pages 98-99.

### State appropriations

Appropriations from the state of South Carolina are the second largest source of current operating revenue for the College at approximately 13.4 percent. State funding for higher education flows through the South Carolina Technical College System (the System). The budget for state appropriations is based on a formula that takes enrollment and other factors into consideration and is similar to funding formulas of other states. Analysis of data suggests the decline in state revenue has occurred in part because other colleges within the System are growing at a faster rate

and may also be because of the types of courses in which students are enrolled. Colleges within the System share total dollars based on FTE generated within each college.

Funding from the State has declined from approximately 14.9 percent in the 1998-99 fiscal year to 13.1 percent in the 2006-2007 fiscal year (**Exhibit 11-9**). Had the College received funding at the highest level of 14.87 percent consistently over the past seven years, it would have received approximately \$9.5 million additional dollars during that period.

**Exhibit 11-9**

| FISCAL YEAR | STATE ALLOCATION | MTC ALLOCATION | PERCENT FUNDED | FUNDING AT 14.870% | DIFFERENCE   |
|-------------|------------------|----------------|----------------|--------------------|--------------|
| 1995/96     | \$ 122,503,747   | \$ 17,574,596  | 14.350%        | \$ 0               | \$ 0         |
| 1996/97     | 129,554,914      | 18,944,560     | 14.610%        | 0                  | 0            |
| 1997/98     | 137,525,736      | 20,419,062     | 14.850%        | 0                  | 0            |
| 1998/99     | 143,631,760      | 21,359,956     | 14.870%        | 0                  | 0            |
| 1999/00     | 158,764,157      | 23,346,611     | 14.705%        | 23,608,230         | 261,619      |
| 2000/01     | 170,463,081      | 24,685,456     | 14.590%        | 25,347,860         | 662,404      |
| 2001/02     | 164,402,391      | 23,270,512     | 14.418%        | 24,446,636         | 1,176,124    |
| 2002/03     | 152,894,236      | 21,146,076     | 14.098%        | 22,735,373         | 1,589,297    |
| 2003/04     | 128,754,247      | 17,850,311     | 13.864%        | 19,145,757         | 1,295,446    |
| 2004/05     | 126,540,209      | 17,613,808     | 13.496%        | 18,816,529         | 1,202,721    |
| 2005/06     | 130,272,973      | 17,861,307     | 13.231%        | 19,371,591         | 1,510,284    |
| 2006/07     | \$ 136,962,542   | \$ 18,487,394  | 13.122%        | \$20,366,330       | \$ 1,878,936 |
|             |                  |                |                |                    | \$ 9,576,830 |

**Exhibit 11-10** shows the decline in state funding over the past ten fiscal years as a percentage of total revenues for the College. This graph explains the need for the increase in tuition over the same period for the College to maintain the current level of programs and services to students. **Exhibit 11-11** shows more clearly the correlation between decreases in state revenue during the 2002-2003 fiscal year when compared with increases in student tuition and fee revenue beginning at the same time.

**Exhibit 11-10**

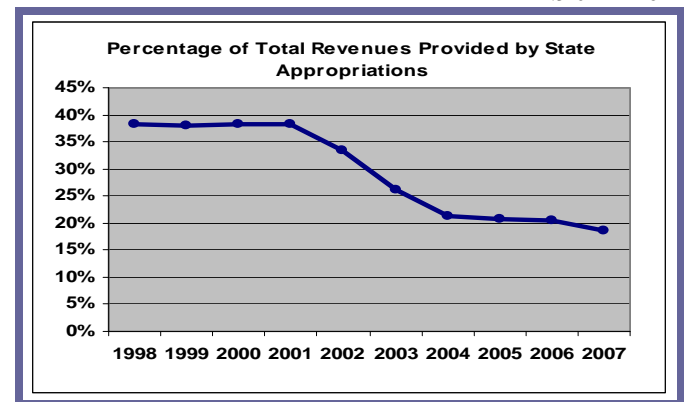
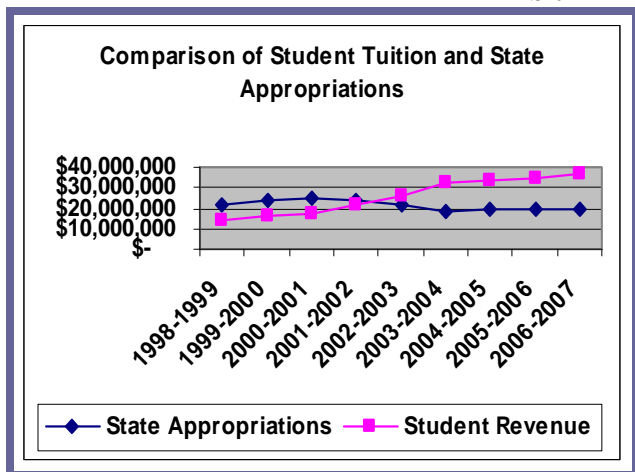


Exhibit 11-11



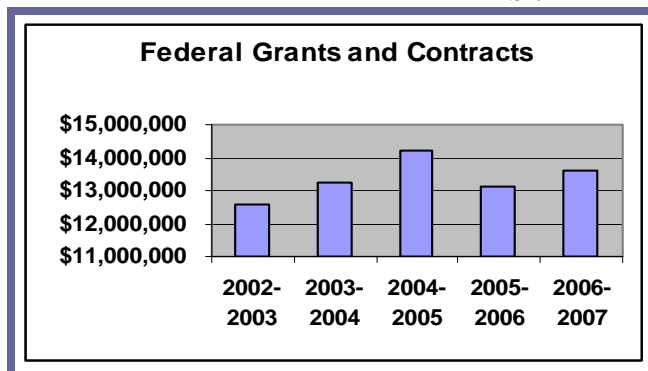
State revenue is used to offset salaries and benefits for employees. State funds are generated from tax dollars; however the State also provides funding from the Education Lottery Program in the form of scholarships to students.

#### **Federal grants and contracts**

Federal grants and contracts comprise approximately 9.8 percent of the total revenue received by the College and is the third largest source. This category includes student financial aid funds and grants received for student support. The budget is dependent on external sources and applications for new federal grants. **Exhibit 11-12** reflects federal grants and contracts revenue for the prior five fiscal years ending with June 30, 2007. Pell Grant program is approximately 46 percent (**Exhibit 11-26**) of the total scholarships. The decline during the 2005-2006 year occurred because of a change in the expected family contribution (EFC) that negatively impacted student scholarships. Further details may be found in the discussion of scholarship expenses.

The budget for federal Pell grants to students is based on eligibility and is estimated based on the prior year actual.

Exhibit 11-12



#### **State grants and contracts**

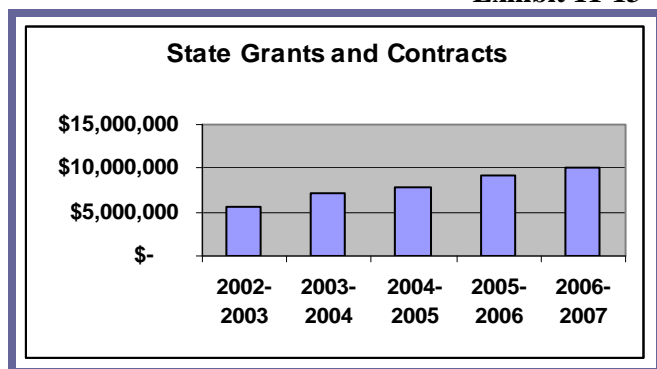
Approximately 6 percent of the College's revenue comes from state grants and contracts. The majority of these funds are derived from programs that provide state aid to students in the form of scholarships and are based on specific qualifications. Generally the student must be enrolled on a full-time basis with a cumulative GPA of 3.0 on a 4.0 scale to qualify for the Legislative Incentive for Future Excellence (LIFE) Scholarships. State Need-Based Grants (SNBG) are determined on a need basis. Students must complete the Free Application for Federal Student Aid (FAFSA), be enrolled in minimum of 6 credit hours, depending on the program, and make satisfactory academic progress toward their first undergraduate degree. **Exhibit 11-13** shows the state grants and contracts for the past five fiscal years.

The budget for state grants and contracts is dependent on the State Legislature for appropriated amounts. The appropriated amount is shared between other colleges in the State and flows through the South Carolina Commission on Higher Education. The budget is based on eligibility and is estimated based on the prior year actual.

Revenue for state grants and contracts has increased an average of \$1.1 million annually since the inception of the State's lottery education program in fiscal year 2002-2003.



**Exhibit 11-13**



Further details about state grants and contracts may be found in the discussion of expenses.

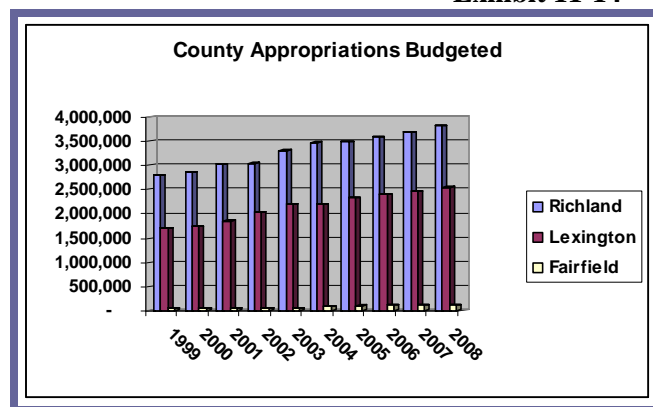
#### **Local county appropriations operating**

Richland and Lexington counties provide funding to build, maintain and operate the College's physical plant as provided by state law. Fairfield County is also included in this category. Local appropriations contribute approximately 6.1 percent of the total revenue for the College.

The division of financial responsibility from each county is based on population, which is used each year for the College's budget request. The College determines its budget based on prior years taking into consideration additional expenses for new facilities. Currently the distribution of the budget request is 60 percent for Richland County and 40 percent for Lexington County. Local funding is used for operational purposes and includes utilities, security, housekeeping, transportation, nonpersonnel insurance, maintenance and repair of buildings and grounds, building alterations and modifications and construction of new facilities, as well as funds for college personnel associated with these activities. The local capital funding is budgeted and reported as transfers to the construction fund

Fairfield County subsidizes tuition for their residents the College by funding the difference between the in-county and the in-state tuition rates. The Fairfield County Budget request reflects approximately 302 students and an amount of \$112,600.

**Exhibit 11-14**



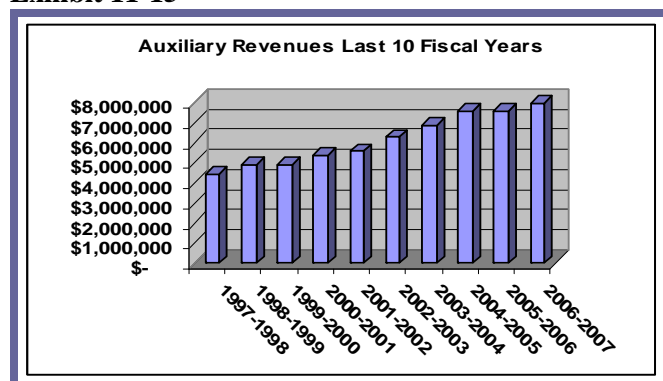
**Exhibit 11-14** shows that funding from the counties for operational purposes has been stable over the past ten fiscal years and supports the basis for budgeting. The average increase in county operating revenue over the past ten fiscal years for Richland and Lexington counties is approximately 4 percent.

#### **Auxiliary Services**

Auxiliary services revenues represent those generated by the bookstores, food services, and vending and represents approximately 4.5 percent of the total revenue for the College.

The bookstores are owned and operated by the College. According to System policy the College may budget and use up to 20 percent of the net auxiliary services profits from the preceding year. College policy authorizes the use of these funds for promotional (external to the College) and quality assurance (internal) purposes to promote the morale of its employees).

**Exhibit 11-15**





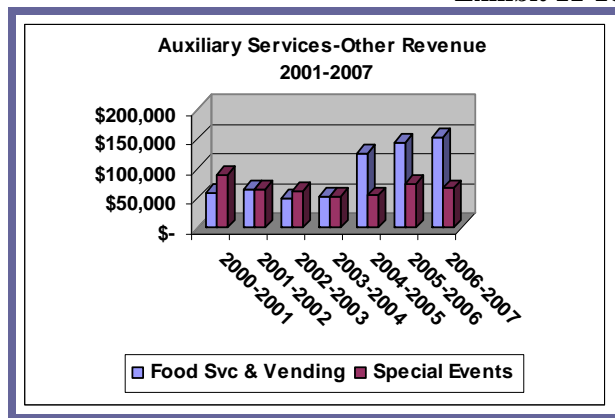
**Exhibit 11-15** reflects auxiliary revenues for the past ten fiscal years. The College budgets its auxiliary revenues based on history, additional or new products and on anticipated enrollment.

Bookstore revenue accounts for approximately 97 percent of all auxiliary revenues, while food service and vending along with special events revenues account for the remaining 3 percent. **Exhibit 11-16** shows auxiliary services other revenue from 2001 to the 2007 fiscal year. Although there are fluctuations between fiscal years 2001 and 2004 overall auxiliary revenue has grown steadily, which indicates the bookstore's strong performance.

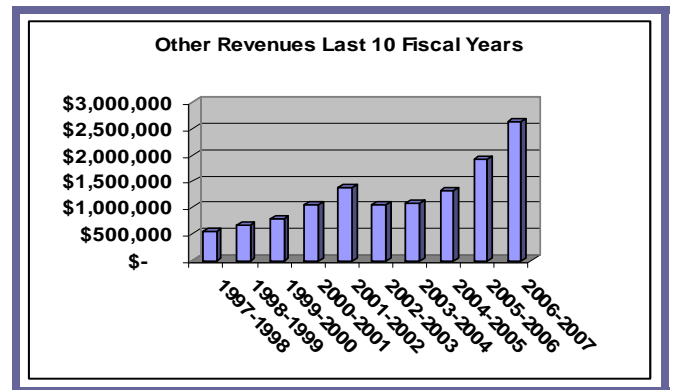
## Other Revenues

Other revenue contributes approximately 1.3 percent of the total revenue to the College and is comprised of operating revenues, including internal service activities, student fines and fees not charged to all students, indirect cost revenue, and non-operating revenue that includes investment income. Forecasting these types of revenue is based on history and investment trends. Investment revenue is the largest source of revenue in this category. **Exhibit 11-17** shows a dip in other revenues from the 2002 fiscal through the 2005 year, which was caused by the drop in interest rates during that period.

**Exhibit 11-16**



**Exhibit 11-17**

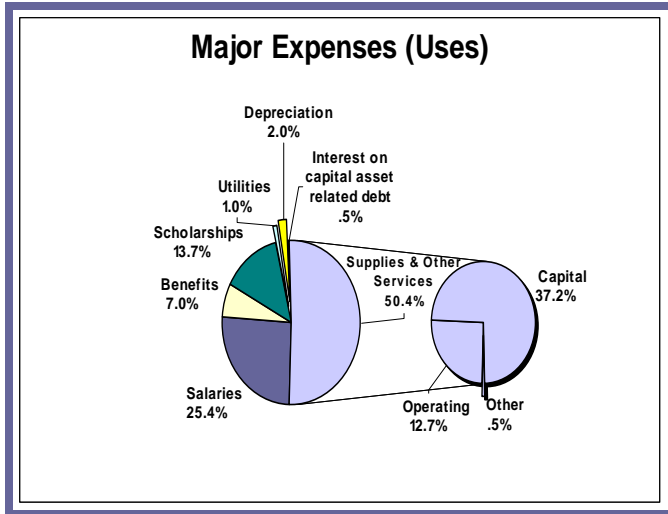


# Midlands Technical College Operating Expenses Budgeted 2007 – 2008

## Description of Major Expenses Budgeted

Expenses are budgeted by natural classification. **Exhibit 11-18** shows the percentage of college-wide expenses by natural classification. A listing of major expenses along with the explanations follows:

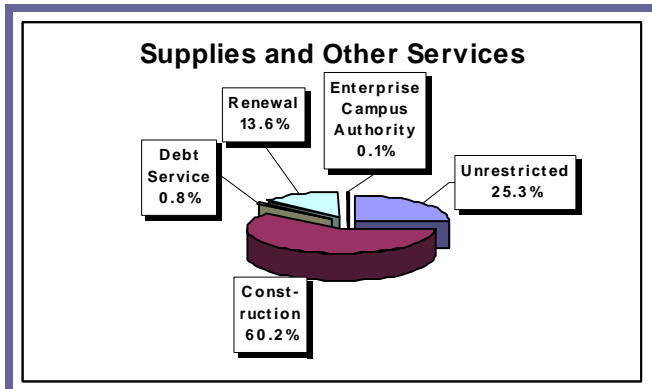
**Exhibit 11-18**



## Supplies and Other Services

**Exhibit 11-18** shows slightly over 50 percent of the expenses are budgeted in the classification of supplies and other services, which is the largest use of resources. This category includes departmental expenses for contractual services, supplies, repairs, non-capitalized equipment, travel, rentals, insurance and other fixed charges, as well as expenses related to construction and other projects, and principal payments on debt. **Exhibit 11-19** presents the percentages included in this category by fund.

**Exhibit 11-19**



Construction funds make up slightly more than 60 percent of expenses in supplies and other services as reflected in **Exhibit 11-19**. This represents approximately \$50.6 million in construction projects. Specific projects are discussed in detail in the capital budgeting section of this document. The entire budget for these projects is included but expenses for the projects will continue for several years.

Unrestricted operating expenses make up 25.3 percent of this expense category. Included are supplies and other services for college departmental units.

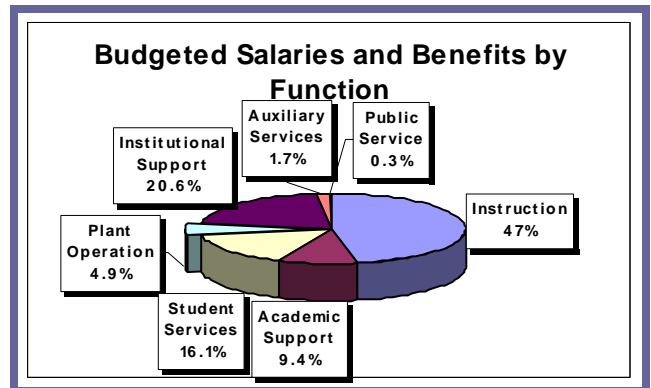
Renewal and replacement of capital assets other than construction uses 13.6 percent of the budgeted resources for the year. Expenses include equipment purchases and designations of fund balance for various approved projects.

Debt service principal payments and Enterprise Campus Authority expenses make up the remaining approximately 1 percent in this category.

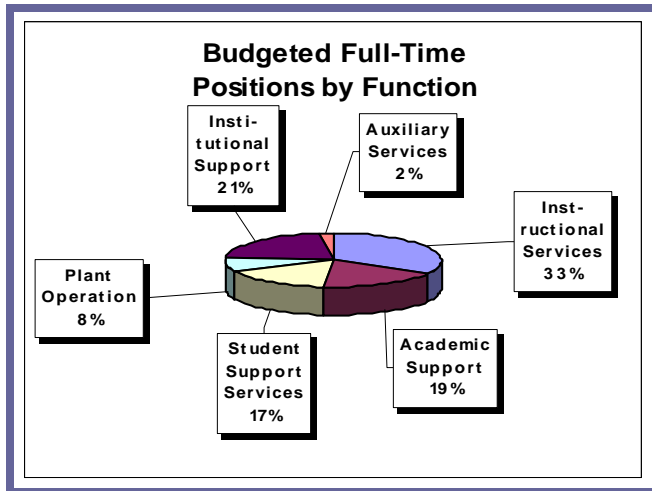
## Salaries and Benefits

Budgeted salaries and benefits combined make up approximately 32.4 percent or approximately \$54.0 million of the total budgeted expenses. **Exhibit 11-20** shows Instructional and academic support salaries including full-time and part-time comprise approximately 56.5 percent of the total budgeted salary dollars that are provided in support of the College's primary mission.

**Exhibit 11-20**



**Exhibit 11-21** shows budgeted positions by function for full time employees (part-time excluded). Instruction and academic support full-time positions make up approximately 52 percent of total budgeted positions for the College.

**Exhibit 11-21**

The budget includes salaries and benefits for vacated positions. The College maintains a 120-day hiring freeze that provides additional funds at the end of the fiscal year and contributes to the fund balance.

#### **Summary FTE Positions By Division**

**Exhibit 11-22** shows the functional areas of the college, the division in which the service is provided and the number of FTE positions in each for the 2008 budget. The chart shows actual positions for 2006, 2007 fiscal years and budgeted positions for the 2008 year, which includes hired positions of 549.3, 32.0 vacant and 9.4 new positions for a total of 590.7 FTE.

In a strategic effort to increase the number of full-time faculty positions, additional faculty were added to the 2008 fiscal year budget. The new positions include six faculty at .75 or 4.5 FTE and approximately 3 FTE

that will support the Batesburg-Leesville Center approved in March during the original budget approval process. Approval of the remaining approximately 1.5 faculty FTE occurred in November.

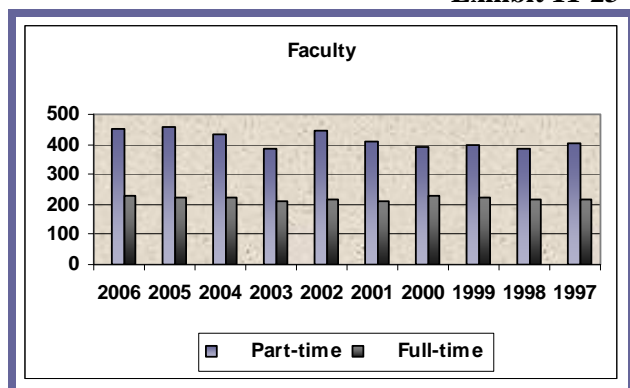
The new faculty positions were budgeted in support of Goal 1, Priority Initiative 2 (on page 26) that seeks to develop and strengthen all aspects of programs and services. The college faculty consists of approximately 66 percent part-time (adjunct faculty), to 34 percent full-time. The ratio between full and part-time faculty has not changed significantly over the past ten fiscal years as reflected in **Exhibit 11-23**. Additionally, the new faculty positions will support two priority initiatives within Goal 8 (on page 27), which speak to the recruitment and retention of faculty as well as integration of diversity and multiculturalism into employment practices and professional development.

The remainder of new positions other than faculty will support the opening of the college's newest facility, the Batesburg-Leesville Education Center. There are one .5 FTE faculty and two academic support positions, one at .75 FTE and one at .65 FTE. Each position directs tutoring, library and other services at the facility during differing times. The student support position is a generalist that provides the front line services of admission, registration, and advisement for continuing education and credit students. The two institutional support positions are the site manager in the Advancement division, who is responsible for the daily operations of the Center and provides multi media and audio visual support and the position that provides cashing support at the Center.

**Exhibit 11-22**

| FTE Positions by Function        |                                                                                                        |        |        |        |        |     |       |
|----------------------------------|--------------------------------------------------------------------------------------------------------|--------|--------|--------|--------|-----|-------|
|                                  |                                                                                                        | Actual | Actual | Budget |        |     |       |
|                                  |                                                                                                        | 2006   | 2007   | 2008   |        |     |       |
| Function                         | Division                                                                                               |        |        | Hired  | Vacant | New | Total |
| Instructional                    | Academic Affairs                                                                                       | 182.0  | 181.9  | 181.9  | 8.0    | 5.0 | 194.9 |
| Academic Support                 | Academic Affairs                                                                                       | 98.1   | 100.9  | 100.9  | 7.0    | 1.4 | 109.3 |
| Student Support                  | Student Development Services                                                                           | 94.5   | 93.5   | 93.5   | 7.0    | 1.0 | 101.5 |
| Plant Operations                 | Business Affairs                                                                                       | 41.0   | 43.0   | 43.0   | 3.0    |     | 46.0  |
| Institutional Support            | President's Office, Business Affairs (excludes Auxiliary Enterprises), Advancement, Corporate Services | 117.0  | 117.0  | 117.0  | 7.0    | 2.0 | 126.0 |
| Auxiliary Enterprises            | Business Affairs                                                                                       | 13.0   | 13.0   | 13.0   | 0.0    |     | 13.0  |
| Total FTE Positions College-Wide |                                                                                                        | 545.6  | 549.3  | 549.3  | 32.0   | 9.4 | 590.7 |

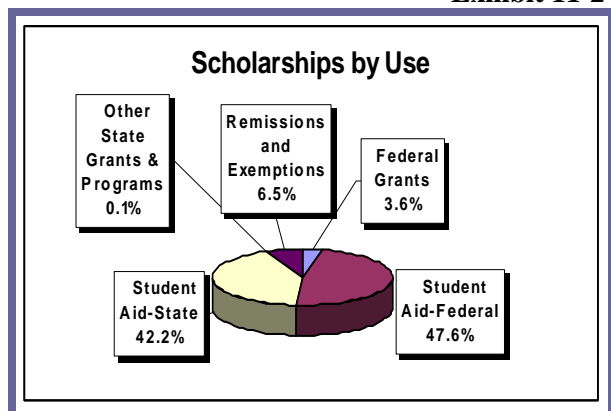
Exhibit 11-23



### Scholarships

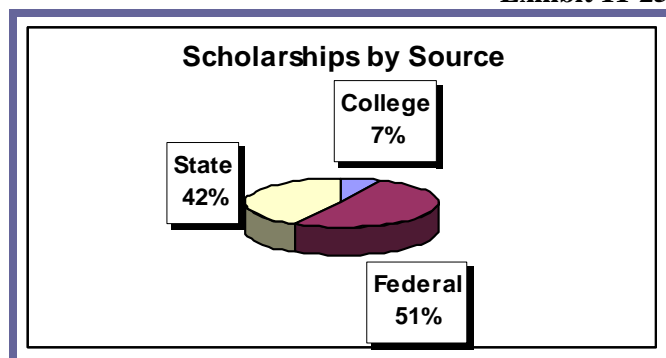
Scholarships comprise 13.7 percent of total expenses. Scholarship expenses by use are 47.6 percent federal student aid, 42.2 percent state student aid, 6.5 percent remissions and exemptions, 3.6 percent from federal grants and the remaining from other state grants and programs. **Exhibit 11-24** reflects the major categories of scholarships. Budgets are presented without consideration of scholarship allowances.

Exhibit 11-24



**Exhibit 11-25** reflects the major scholarship expenses. Federal sources provide approximately 51 percent of the total scholarships, followed by state sources at 42 percent. Finally, the College provides the remaining 7 percent in the form of remissions and exemptions or free tuition mandated by law.

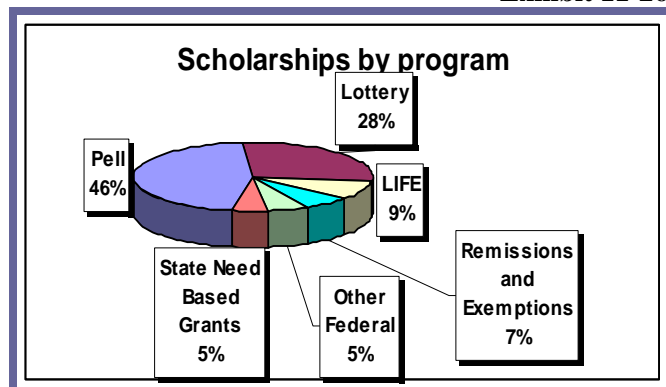
Exhibit 11-25



Pell grants are the largest budgeted source of scholarships to students at approximately 46 percent of the total, followed by the South Carolina Lottery Tuition Program at 28 percent and LIFE scholarships at 9 percent. College funded remissions and exemptions are budgeted at 7 percent of the total. The remaining sources are state need based and other federal grants at 5 percent. **Exhibit 11-26** reflects these data.

The budget for scholarships is based on the prior year actual. While the College does not receive an actual award document for federal Pell grants and state lottery tuition assistance, funding is based on the number of eligible students.

Exhibit 11-26



**Midlands Technical College**  
**Net Assets and Changes in Net Assets**  
**2007 – 2008**

**Net Assets**

Fund balances or fund equity are called net assets based on the GASB Statements No. 34 and 35. The College defines its net assets and classifies the balances as follows:

- *Invested in capital assets, net of related debt:* This represents the College's total investment in capital assets, net of outstanding debt obligations related to those capital assets. This category of net assets is found in the investment in plant fund.
- *Restricted net assets - expendable:* Restricted expendable net assets include resources in which the College is legally or contractually obligated to spend resources in accordance with restrictions imposed by external third parties. This category of net assets is comprised of capital projects, which are accounted for in the construction and renewal/replacement funds and debt services.

- *Unrestricted net assets:* Unrestricted net assets represent resources derived from student tuition and fees, appropriations, and sales and services of educational departments and auxiliary enterprises. These resources are used for transactions relating to the educational and general operations of the College, and may be used at the discretion of the governing board to meet current expenses for any purpose. This category of net assets generally represents the College's 30-day operating reserve.

The Net Assets Change matrix presents the beginning net assets for each of the College's funds on July 1, 2007, the budgeted revenues, expenses, transfers and estimated net assets as of June 30, 2008. The references explain the percentage increases that exceed 10 percent.

| <p style="text-align: center;"><b>Midlands Technical College</b><br/> <b>Net Assets Changes</b><br/> <b>2007 - 2008</b></p> |                          |                      |                      |                  |                        |                 |                      |
|-----------------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------|----------------------|------------------|------------------------|-----------------|----------------------|
| <b>Fund</b>                                                                                                                 | <b>Beginning Balance</b> | <b>Revenues</b>      | <b>Expenses</b>      | <b>Transfers</b> | <b>Ending Balance</b>  | <b>% Change</b> | <b>Dollar Change</b> |
| General Operating Funds                                                                                                     | \$ 5,096,871             | \$103,266,241        | \$ 98,857,241        | \$ 4,409,000     | \$ 5,096,871           | 0.0%            | \$ –                 |
| Construction Fund                                                                                                           | 15,027,932               | 45,646,276           | 50,624,276           | (5,309,000)      | 15,358,932             | 2.0%            | 331,000              |
| Investment in Plant Funds                                                                                                   | 41,463,024               | 3,245,800            | 3,245,800            | –                | 41,463,024             | 0.0%            | –                    |
| Renewal and Replacement Fund                                                                                                | 12,104,145               | 11,338,259           | 11,438,259           | (100,000)        | 12,104,145             | 0.0%            | –                    |
| Debt Service Fund                                                                                                           | 411,443                  | 2,849,855            | 1,406,142            | 1,000,000        | 855,156 <sup>(1)</sup> | 52.0%           | 443,713              |
| Enterprise Campus Authority                                                                                                 | 368,612                  | –                    | 120,362              | –                | 248,250 <sup>(2)</sup> | (48.0)%         | (120,362)            |
| <b>Total</b>                                                                                                                | <b>\$74,472,027</b>      | <b>\$166,346,431</b> | <b>\$165,692,080</b> | <b>\$ –</b>      | <b>\$75,126,378</b>    | <b>1.0%</b>     | <b>\$ 654,351</b>    |

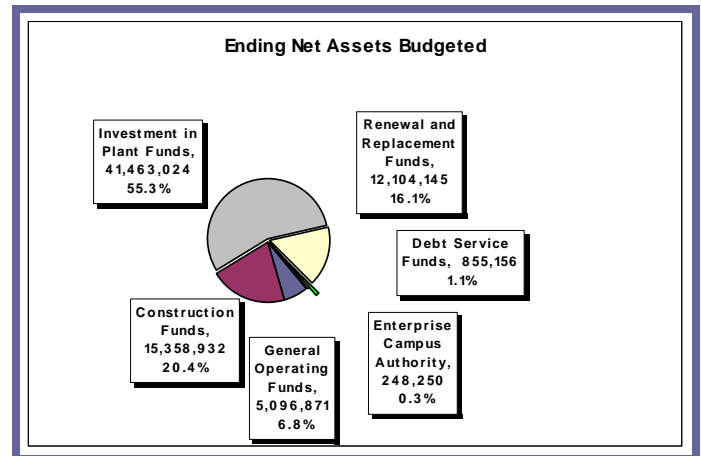
<sup>1</sup>-Debt Service fund balance is expected to increase by additional funds sent to the State Treasurer's Office as reserves

<sup>2</sup>-Enterprise Campus Authority fund balance is expected to decrease by funds used for the current year. There are no budgeted transfers for the current budget year.

**Exhibit 11-27**

A graphic representation of the College's ending net assets budgeted is reflected in **Exhibit 11-27**.

The increase in net assets of \$654,351 represents unrestricted net assets and those that would be available for designation.



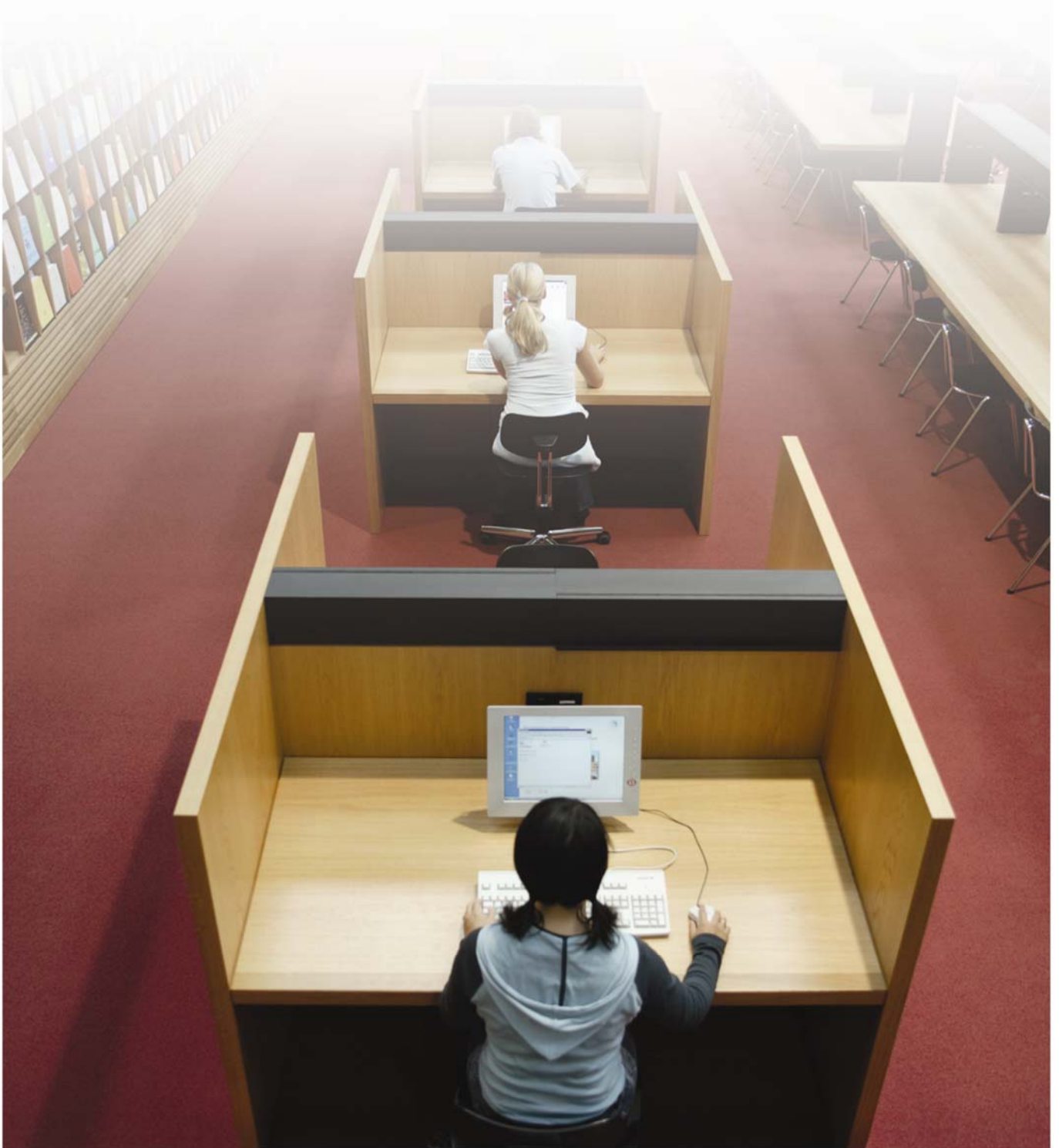
The approved budgeted transfers included in the 2008 budget are as follows:

**Midlands Technical College  
Budgeted Transfers  
2007-2008**

|                                                       | Current<br>Unrestricted<br>Fund | Construction<br>Fund  | Renewal and<br>Replacement<br>Fund | Debt<br>Service<br>Fund | Approval<br>Date |
|-------------------------------------------------------|---------------------------------|-----------------------|------------------------------------|-------------------------|------------------|
| College Contingency                                   | \$1,100,000                     | \$ (1,000,000)        | \$ (100,000)                       | \$ _                    | November<br>2007 |
| Supplement Half Mil Proposal-Debt Service             |                                 | (1,000,000)           |                                    | 1,000,000               | April 2007       |
| Construction Projects                                 | 600,000                         | (600,000)             |                                    |                         | April 2007       |
| Major Building Renovations and Library<br>Replacement | 1,798,000                       | (1,798,000)           |                                    |                         | April 2007       |
| Half Mil Projects-County Debt Service                 | 911,000                         | (911,000)             |                                    |                         | April 2007       |
| <b>Total Transfers</b>                                | <b>\$4,409,000</b>              | <b>\$ (5,309,000)</b> | <b>\$ (100,000)</b>                | <b>\$1,000,000</b>      |                  |



# Capital Budget





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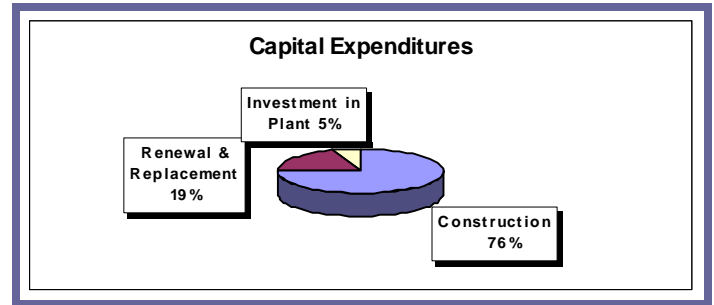
**Midlands Technical College**  
**Capital Expenditures**  
**2007 - 2008**

The College defines capital items based on the state capitalization policy, which is discussed in the financial policies section of this document. The College uses a five-year facility master plan, which is updated and approved by the commission annually that outlines major projects slated for future construction or renovation. During the budget period the staff updates a 10-year projected cash flow analysis (**Appendix B**) that provides sources and uses of various funds for capital purposes based on the projects identified in the five-year facility plan (**Appendix C**). This cash flow analysis accompanies the budget request to the counties annually, and is used by the counties for projections and planning purposes. This tool was initially responsible for the College receiving a planned stream of revenue in the form of the 1.5 mills currently received from Richland and Lexington Counties for capital uses.

The Capital expenditures budget is \$59,899,335. Of this amount approximately 76 percent is construction related, approximately 19 percent is budgeted to be spent for renewal and replacement of capital assets, and approximately 5 percent is

depreciation budgeted in the investment in plant fund (**Exhibit 11-28**).

**Exhibit 11-28**



The construction fund Budgetary Statement of Resources, Uses and Changes in Net Assets follows. The addition to net assets in the amount of \$331,000 is the result of budgeted interest of \$437,000 on bond proceeds that are on deposit at the South Carolina State Treasurer's Office and budgeted capitalized interest expense of \$106,000 on construction projects. These additional funds will increase the unobligated fund balance in the construction fund.

**Midlands Technical College**  
**Construction Fund**  
**Three Year Comparative Statement Ending**  
**June 30, 2008**

|                                                              | 2005 - 2006   | 2006 - 2007   |               | 2007 - 2008     |
|--------------------------------------------------------------|---------------|---------------|---------------|-----------------|
|                                                              | Actual        | Budget        | Actual        | Approved Budget |
| <b>REVENUES</b>                                              | \$            | \$            | \$            | \$              |
| Operating revenues:                                          | —             | —             | —             | —               |
| Student tuition and fees                                     | —             | —             | —             | —               |
| Federal grants and contracts                                 | —             | —             | —             | —               |
| State grants and contracts                                   | —             | —             | —             | —               |
| Nongovernmental grants and contracts                         | —             | —             | —             | —               |
| Sales and services of educational departments                | —             | —             | —             | —               |
| Auxiliary enterprises                                        | —             | —             | —             | —               |
| Other operating revenues                                     | —             | —             | —             | —               |
| Total operating revenues                                     | —             | —             | —             | —               |
| <b>EXPENSES</b>                                              |               |               |               |                 |
| Operating expenses:                                          |               |               |               |                 |
| Salaries                                                     | —             | —             | —             | —               |
| Benefits                                                     | —             | —             | —             | —               |
| Scholarships                                                 | —             | —             | —             | —               |
| Utilities                                                    | —             | —             | —             | —               |
| Supplies and other services                                  | 2,068,699     | 49,581,757    | 2,352,115     | 50,624,276      |
| Total operating expenses                                     | 2,068,699     | 49,581,757    | 2,352,115     | 50,624,276      |
| Operating income (loss)                                      | (2,068,699)   | (49,581,757)  | (2,352,115)   | (50,624,276)    |
| <b>NONOPERATING REVENUES (EXPENSES)</b>                      |               |               |               |                 |
| State appropriations                                         | —             | —             | —             | —               |
| Local appropriations                                         | 620,000       | 570,000       | 560,000       |                 |
| Investment income (net of investments expenses)              | —             | —             | —             | 437,000         |
| Federal grants and contracts                                 | —             | —             | —             | —               |
| Net non-operating revenues                                   | 620,000       | 570,000       | 560,000       | 437,000         |
| Income before other revenues, expenses, gains, or losses     | (1,448,699)   | (49,011,757)  | (1,792,115)   | (50,187,276)    |
| Capital grants, gifts, revenue, appropriations and transfers |               |               |               |                 |
| State capital funds                                          | 181,858       | 1,185,863     | 447,220       | 2,845,893       |
| Capital Improvement bonds                                    | —             | 20,000,000    |               | —               |
| Local capital appropriations                                 | 2,227,000     | 12,718,050    | 1,762,000     | 1,500,000       |
| State Institution Bonds                                      |               |               |               | 22,816,717      |
| College funds                                                | —             | 7,034,333     |               | 4,012,274       |
| Other revenue sources-fund balance                           | —             | 6,617,286     |               | 14,034,392      |
| Transfers to/(from) other funds                              | 6,461,392     | 1,456,225     |               | 5,309,000       |
| Increase (decrease) in net assets                            | 7,421,551     | —             | 417,105       | 331,000         |
| <b>NET ASSETS</b>                                            |               |               |               |                 |
| Net assets-beginning of year                                 | 7,189,276     | 14,610,827    | 14,610,827    | 15,027,932      |
| Net assets-end of year                                       | \$ 14,610,827 | \$ 14,610,827 | \$ 15,027,932 | \$ 15,358,932   |

**Midlands Technical College  
Capital Funding Uses – Construction  
2007 - 2008**

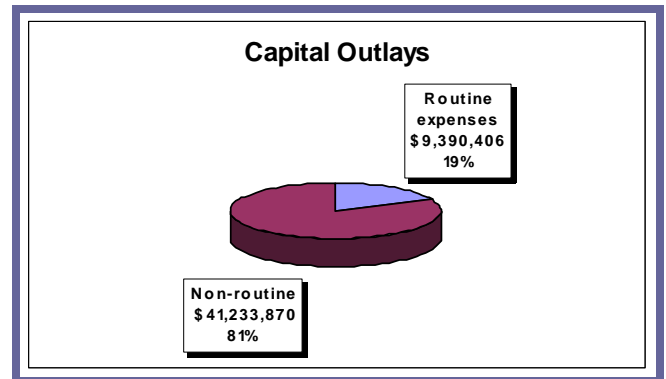
**Exhibit 11-30**

The total construction budget includes both routine expenses of approximately \$9.4 million or 19 percent and non-routine expenses in the amount of \$41.2 million or approximately 81 percent as shown in **Exhibit 11-28**. Routine expenses are listed in **Exhibit 11-29**:

**Exhibit 11-29**

| <b>Routine Capital Expenses</b> |                            |
|---------------------------------|----------------------------|
| Miscellaneous                   | \$ 11,087                  |
| ADA modification                | 83,318                     |
| Library renovations             | 1,520,000                  |
| Mechanical systems college-wide | 770,971                    |
| Roof repair college-wide        | 929,088                    |
| Signage                         | 98,170                     |
| General alterations             | 288,191                    |
| Road Paving                     | 186,350                    |
| College-wide renovation         | 2,917,297                  |
| Beltline campus breezeway       | 17,591                     |
| Fire Alarms college-wide        | 287,852                    |
| Academic-new elevator           | 470,302                    |
| Wade Martin elevator upgrade    | 31,359                     |
| College-wide exterior lighting  | 1,778,830                  |
| <b>Total</b>                    | <b><u>\$ 9,390,406</u></b> |

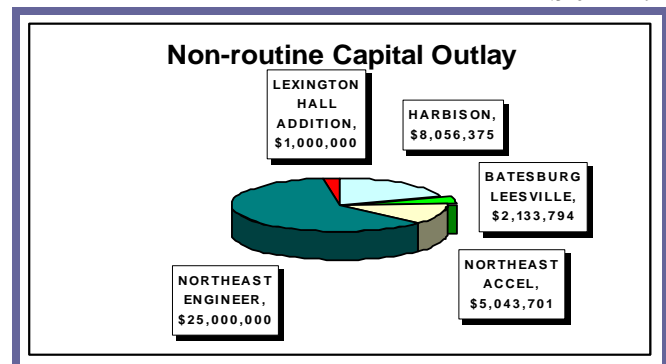
Routine capital expenses are those that are ongoing and provide routine maintenance or repairs to college facilities, such as Mechanical systems, roof repair, and general alterations. Other projects are routine in that they are not considered major capital building projects but are smaller in scope and provide for upgrades, renovations or enhancements to college facilities such as the library renovations, college-wide exterior lighting, Beltline breezeway and college-wide renovations. The ADA modifications project is ongoing and keeps the College in compliance with the federal Americans with Disabilities Act.



Non-routine expenses include four projects (Half Mill) the Harbison Campus classroom, the Batesburg/Leesville Center, and two projects on the Northeast Campus, the accelerator building and the engineering building. The funding sources involve a partnership between the State, the counties and the College. The counties have committed \$10 million for the major capital initiatives that support expansion of college facilities. The College expects the State to contribute a portion of the funding but will not know the amount until after the legislative session this spring. Any amount appropriated by the State will reduce the College's contribution of capital reserves and/or issuing bonds.

These projects are not expected to produce a significant stream of new revenue, but rather are planned to provide additional services for the residents in the College's service area.

**Exhibit 11-29**



Two new facilities will be added on the College's Northeast Campus. The most significant facility is the construction of a new 68,000-square-foot engineering technology and general classroom space to the Northeast Technology Center with a cost of \$25,000,000. This facility will replace the current

facility on the Beltline Campus. Once this project is completed, the Beltline facility will be renovated or replaced. This addition will also allow students to have access to businesses already utilizing the Technology Center. **Exhibit 11-32** provides the projected operating costs for the years indicated.

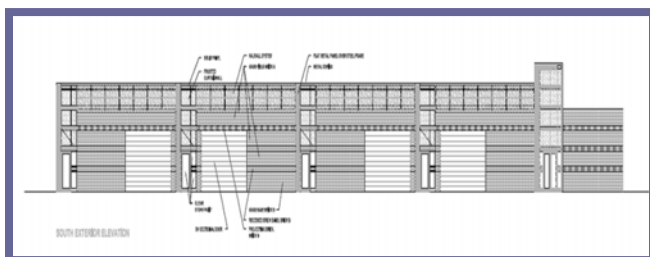
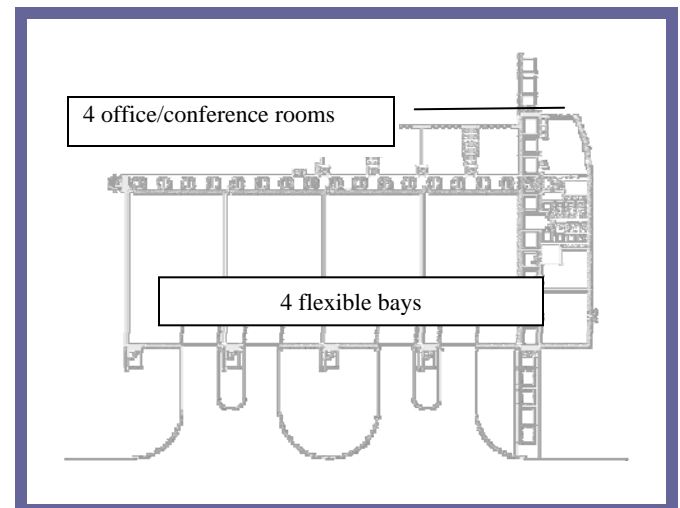
**Exhibit 11-32**

| <b>MIDLANDS TECHNICAL COLLEGE<br/>NORTHEAST ENGINEERING TECHNOLOGY CENTER<br/>THREE-YEAR PROJECTED OPERATING COSTS</b> |                    |                    |                    |                  |
|------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|------------------|
|                                                                                                                        | <b>2011-2012</b>   | <b>2012-2013</b>   | <b>2013-2014</b>   | <b>Fund Type</b> |
| Plant Operations                                                                                                       | \$ 318,540         | \$329,688          | \$341,228          | County           |
| Instructional Delivery                                                                                                 | 148,205            | 153,393            | 158,761            | College          |
| Academic                                                                                                               | 668,126            | 691,510            | 715,713            | College          |
| Student Development Services                                                                                           | <u>134,021</u>     | <u>138,712</u>     | <u>143,566</u>     | College          |
| Total                                                                                                                  | <u>\$1,268,892</u> | <u>\$1,313,303</u> | <u>\$1,359,268</u> |                  |
| County Funds                                                                                                           | \$318,540          | \$329,688          | \$341,228          | County           |
| College Funds                                                                                                          | <u>950,352</u>     | <u>983,615</u>     | <u>1,018,040</u>   | College          |
| Total                                                                                                                  | <u>\$1,268,892</u> | <u>\$1,313,303</u> | <u>\$1,359,268</u> |                  |

**Note:** Assumes 1/3 occupied 1st year, full year occupancy thereafter and 3.5% inflation

The second facility slated for construction on the Northeast campus is the Business Accelerator building. This 25,000 square foot \$5,000,000 facility with flexible multi-bay space is designed to serve emerging businesses and technologies as they ramp up their initial production.

These activities would promote synergy between the business community and the College as students would have opportunities for internships or projects which could lead to possible permanent employment options. Construction is underway on this facility and occupancy around summer semester 2008.



A projected three year operating budget for the Northeast Business Accelerator may be found in **Exhibit 11-33**. Projections are based on square feet.

**MIDLANDS TECHNICAL COLLEGE  
NORTHEAST ACCELERATOR  
THREE-YEAR PROJECTED OPERATING COSTS**

|                              | <b>2008-2009</b> | <b>2009-2010</b> | <b>2010-2011</b> | <b>Fund Type</b> |
|------------------------------|------------------|------------------|------------------|------------------|
| Plant Operations             | \$ 47,083        | \$ 146,194       | \$ 151,311       | County           |
| Instructional Delivery       | 22,602           | 68,176           | 69,546           | College          |
| Academic                     | 97,000           | 305,903          | 319,856          | College          |
| Student Development Services | <u>20,066</u>    | <u>61,670</u>    | <u>63,245</u>    | College          |
| Total                        | <u>\$186,751</u> | <u>\$581,943</u> | <u>\$603,958</u> |                  |
| County Funds                 | \$ 47,083        | \$ 146,194       | \$ 151,311       | County           |
| College Funds                | <u>139,668</u>   | <u>435,749</u>   | <u>452,647</u>   | College          |
| Total                        | <u>\$186,751</u> | <u>\$581,943</u> | <u>\$603,958</u> |                  |



The third facility in the half mil county supported projects is a 28,000-square-foot building to be used as a general purpose classroom and auditorium on the Harbison Campus. This facility will be the first addition to this campus since it was acquired by the College in 1972. This facility will allow the College to fully meet its strategic objectives to add credit courses on the campus. This \$7.0 million project involves the construction of approximately 28,000 square feet of new facilities to include 5 classrooms, 5 offices and a 400-seat community

theater/auditorium. Utility infrastructure will be expanded. This building will be immediately adjacent to the existing Continuing Education Center, and will house credit courses at the Harbison Campus. The building will be predominately instructional with minimal administrative space. The theater/auditorium will be designed to bring an array of technical education programs to the area and to support community activities. Construction is underway and the building should be available for occupancy around the late spring or early summer in 2009. **Exhibit 11-34** estimates the projected operating costs.

Based on the 2006-2007 operations, the College calculated an average operating cost for additional square footage using an average of \$2.23 per square foot for utilities and \$2.44 per square foot for other operating costs for each of the facilities. In addition particular costs associated with a specific building have been included. The increased operating costs for these facilities will be offset by revenue from local sources including county revenues and student fees. An increase in local taxes or student fees is not anticipated.

| <b>MIDLANDS TECHNICAL COLLEGE<br/>HARBISON CAMPUS<br/>THREE YEAR PROJECTED OPERATING BUDGET</b> |                         |                         |                         |                  |
|-------------------------------------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|------------------|
|                                                                                                 | <b>2009-2010</b>        | <b>2010-2011</b>        | <b>2011-2012</b>        | <b>Fund Type</b> |
| <b>Business Affairs</b>                                                                         |                         |                         |                         |                  |
| <b>Plant Operations</b>                                                                         |                         |                         |                         |                  |
| Maintenance/Custodial/Security/Insurance                                                        | \$ 69,440               | \$ 71,523               | \$ 73,669               | County           |
| Utilities                                                                                       | <u>62,440</u>           | <u>64,313</u>           | <u>66,242</u>           | County           |
| <b>Total Plant Operations</b>                                                                   | <u>131,880</u>          | <u>135,836</u>          | <u>139,911</u>          |                  |
| <b>Advancement</b>                                                                              |                         |                         |                         |                  |
| <b>Instructional Delivery</b>                                                                   |                         |                         |                         |                  |
| Personnel                                                                                       |                         |                         |                         |                  |
| Media Specialist / Technician                                                                   | 25,000                  | 25,750                  | 26,523                  | College          |
| Benefits                                                                                        | 2,500                   | 2,575                   | 2,652                   | College          |
| Supplies / Miscellaneous                                                                        | 3,000                   | 3,090                   | 3,183                   | College          |
| Travel                                                                                          | 1,640                   | 1,689                   | 1,740                   | College          |
| Equipment                                                                                       | <u>1,640</u>            | <u>820</u>              | <u>327</u>              | College          |
| <b>Total Instructional Delivery</b>                                                             | <u>33,780</u>           | <u>33,924</u>           | <u>34,425</u>           |                  |
| <b>Education</b>                                                                                |                         |                         |                         |                  |
| <b>Credit</b>                                                                                   |                         |                         |                         |                  |
| Personnel                                                                                       |                         |                         |                         |                  |
| Academic Affairs Faculty (1)                                                                    | 60,000                  | 61,800                  | 63,653                  | College          |
| Benefits                                                                                        | 21,000                  | 21,630                  | 22,279                  | College          |
| Academic Success Center (full-time)                                                             | 26,300                  | 27,089                  | 27,902                  | College          |
| Benefits                                                                                        | 9,205                   | 9,481                   | 9,766                   | College          |
| Academic Success Center (1/2 time)                                                              | 13,150                  | 13,545                  | 13,951                  | College          |
| Benefits                                                                                        | 1,315                   | 1,354                   | 1,395                   | College          |
| Supplies / Miscellaneous                                                                        | 10,000                  | 10,300                  | 10,609                  | College          |
| Travel                                                                                          | 7,175                   | 7,390                   | 7,612                   | College          |
| Equipment                                                                                       | <u>7,175</u>            | <u>3,588</u>            | <u>1,435</u>            | College          |
| <b>Total Credit</b>                                                                             | <u>155,320</u>          | <u>156,177</u>          | <u>158,602</u>          |                  |
| <b>Student Development Services</b>                                                             |                         |                         |                         |                  |
| <b>SDS Support</b>                                                                              |                         |                         |                         |                  |
| Personnel                                                                                       |                         |                         |                         |                  |
| Generalist                                                                                      | 21,250                  | 21,888                  | 22,544                  | College          |
| Benefits                                                                                        | 7,438                   | 7,661                   | 7,890                   | College          |
| Supplies / Miscellaneous                                                                        | 5,000                   | 5,150                   | 5,305                   | College          |
| Travel                                                                                          | 1,435                   | 1,478                   | 1,522                   | College          |
| Equipment                                                                                       | <u>1,435</u>            | <u>717</u>              | <u>287</u>              | College          |
| <b>Total SDS Support</b>                                                                        | <u>36,558</u>           | <u>36,894</u>           | <u>37,548</u>           | College          |
| <b>Total</b>                                                                                    | <u><b>\$357,538</b></u> | <u><b>\$362,831</b></u> | <u><b>\$370,486</b></u> |                  |
| <b>Reconciliation</b>                                                                           |                         |                         |                         |                  |
| (Total County)                                                                                  | 131,880                 | 135,836                 | 139,911                 |                  |
| College Funds Needed                                                                            | <u>225,658</u>          | <u>226,995</u>          | <u>230,575</u>          |                  |
|                                                                                                 | <u><b>\$357,538</b></u> | <u><b>\$362,831</b></u> | <u><b>\$370,486</b></u> |                  |
| <b>NOTE: Projected completion of this facility is May or June 2009</b>                          |                         |                         |                         |                  |

The final project involves a new site in the community of Batesburg-Leesville in Lexington County, which was opened in the fall of 2007. The building will be capitalized at June 30, 2008. This \$2.25 million project provides an 8,150-square-foot education facility that provides selected educational programs, including general education, career, developmental and continuing education programs in the community in support of economic and community development. The facility contains a student support service area, five classrooms readied for distance education, a student success/tutoring area and faculty and staff offices.

When completed, these projects are expected to add operating costs for utilities, janitorial and security services to the budget requested from the counties. The chart below reflects a summary of estimated operating costs according to the fiscal year in which they apply. Any additional personnel costs would be offset by local government and other revenue.



**Exhibit 11-35**

| <b>MIDLANDS TECHNICAL COLLEGE<br/>BATESBURG-LEESVILLE CAMPUS<br/>THREE-YEAR PROJECTED OPERATING BUDGET</b> |                  |                   |                   |                  |
|------------------------------------------------------------------------------------------------------------|------------------|-------------------|-------------------|------------------|
|                                                                                                            | <b>2007-2008</b> | <b>2008-2009</b>  | <b>2009-2010</b>  | <b>Fund Type</b> |
| Plant Operations                                                                                           | \$111,970        | \$ 111,259        | \$ 112,178        | County           |
| Cashiers                                                                                                   | 56,080           | 55,897            | 56,464            | College          |
| IRM                                                                                                        | 15,600           | 16,068            | 16,550            | College          |
| Advancement                                                                                                | 106,000          | 106,530           | 108,150           | College          |
| Academic                                                                                                   | 113,379          | 111,481           | 111,676           | College          |
| Student Development Services                                                                               | <u>70,195</u>    | <u>68,654</u>     | <u>68,546</u>     | College          |
| Total                                                                                                      | <u>473,224</u>   | <u>469,889</u>    | <u>473,564</u>    |                  |
| County                                                                                                     | 111,970          | 111,259           | 112,178           | County           |
| College Funds                                                                                              | <u>361,254</u>   | <u>358,630</u>    | <u>361,386</u>    | College          |
|                                                                                                            | <u>\$473,224</u> | <u>\$ 469,889</u> | <u>\$ 473,564</u> |                  |



**Midlands Technical College**  
**Renewal and Replacement Fund**  
**Three Year Comparative Statement Ending**  
**June 30, 2008**

|                                                              | 2005 - 2006  | 2006 - 2007  |               | 2007 -2008      |
|--------------------------------------------------------------|--------------|--------------|---------------|-----------------|
|                                                              | Actual       | Actual       |               | Approved Budget |
| <b>REVENUES</b>                                              |              |              |               |                 |
| Operating revenues:                                          |              |              |               |                 |
| Student tuition and fees                                     | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000  | \$ -            |
| Federal grants and contracts                                 | -            | -            | -             | -               |
| State grants and contracts                                   | -            | -            | -             | -               |
| Nongovernmental grants and contracts                         | -            | -            | -             | -               |
| Sales and services of educational departments                | -            | -            | -             | -               |
| Auxiliary enterprises                                        | -            | -            | -             | -               |
| Other operating revenues                                     | 162,291      | -            | 136,222       | -               |
| Total operating revenues                                     | 1,162,291    | 1,000,000    | 1,136,222     | -               |
| <b>EXPENSES</b>                                              |              |              |               |                 |
| Operating expenses:                                          |              |              |               |                 |
| Salaries                                                     | 88,658       | 100,519      | 48,081        | -               |
| Benefits                                                     | 12,328       | 10,052       | 4,960         | -               |
| Scholarships                                                 | -            | -            | -             | -               |
| Utilities                                                    | -            | -            | -             | -               |
| Supplies and other services                                  | 9,791,236    | 8,550,720    | 1,479,315     | 11,438,259      |
| Total operating expenses                                     | 9,892,222    | 8,661,291    | 1,532,356     | 11,438,259      |
| Operating income (loss)                                      | (8,729,931)  | (7,661,291)  | (396,134)     | (11,438,259)    |
| <b>NONOPERATING REVENUES (EXPENSES)</b>                      |              |              |               |                 |
| State appropriations                                         | -            | -            | -             | -               |
| Local appropriations                                         | -            | -            | -             | -               |
| Investment income (net of investments expenses)              | -            | -            | -             | -               |
| Federal grants and contracts                                 | -            | -            | -             | -               |
| Net non-operating revenues                                   | -            | -            | -             | -               |
| Income before other revenues, expenses, gains, or losses     | (8,729,931)  | (7,661,291)  | (396,134)     | (11,438,259)    |
| Capital grants, gifts, revenue, appropriations and transfers |              |              |               |                 |
| State capital funds                                          | -            | -            | -             | -               |
| Capital Improvement bonds                                    | -            | -            | -             | -               |
| Local capital appropriations                                 | 1,057,500    | -            | 1,000,000     | -               |
| College funds                                                | -            | -            | -             | -               |
| Other revenue sources-fund balance                           | -            | 7,461,291    | -             | 11,338,259      |
| Transfers to/(from) other funds                              | 3,684,962    | 200,000      | 3,373,879     | 100,000         |
| Increase (decrease) in net assets                            | (3,987,469)  | -            | 3,977,745     | -               |
| <b>NET ASSETS</b>                                            |              |              |               |                 |
| Net assets-beginning of year                                 | 12,113,869   | 8,126,400    | 8,126,400     | 12,104,145      |
| Net assets-end of year                                       | \$ 8,126,400 | \$ 8,126,400 | \$ 12,104,145 | \$ 12,104,145   |

**Midlands Technical College  
Capital Funding and Uses – Renewal and Replacement  
2007 – 2008**

**Capital Funding Sources**

Sources of funding in the Renewal and Replacement fund are generally transfers from operating funds that arise from excess fund balance at fiscal year end. These funds are reallocated for one-time, nonrecurring expenses. The College's governing board approves projects and equipment upon the recommendation of the administration from excess fund balance during their fall meeting after the excess amount is known.

The renewal and replacement fund includes a transfer in for the current year of \$100,000 from the college contingency with the remaining sources of fund balance in the amount of approximately \$11.3 million.

**Uses of Capital Funds**

Uses of these funds include items that are budgeted and spent in the Renewal and Replacement fund such as the merit nursing money that is used for health science related expenses, equipment and other expenses that is used to help the College keep pace with rapid changing technology and other technology related expenses budgeted and used in the fund. Other uses are designations for future transfers to other funds upon board approval, such as the bonus plan and designations for the Half Mil Projects.

**Exhibit 11-36** provides the projects in the Renewal and Replacement fund. These projects have been approved at various times over the years and will remain open and available for use until the need has been fulfilled. At the time the project is no longer needed, any remaining funds are reclassified to "Obligated for future projects."

**Exhibit 11-36**

| <b>Uses of Renewal and Replacement Funds</b> |                  |
|----------------------------------------------|------------------|
| Merit nursing                                | \$ 621,067       |
| Equipment and other                          | 4,353,598        |
| Disaster recovery center                     | 300,000          |
| Plant operations supplement                  | 355,527          |
| Surveillance system                          | 200,000          |
| Multi media classrooms                       | 102,790          |
| Technology infrastructure                    | 379,277          |
| Bonus plan                                   | 715,000          |
| Designated for Half Mil Projects:            | <u>4,411,000</u> |
|                                              | \$ 11,438,259    |

**Midlands Technical College  
Investment in Plant Fund  
Three Year Comparative Statement Ending  
June 30, 2008**

|                                                              | 2005 - 2006   |               | 2006 - 2007   |  | 2007 - 2008<br>Approved<br>Budget |
|--------------------------------------------------------------|---------------|---------------|---------------|--|-----------------------------------|
|                                                              | Actual        | Budget        | Actual        |  |                                   |
| <b>REVENUES</b>                                              |               |               |               |  |                                   |
| Operating revenues:                                          |               |               |               |  |                                   |
| Student tuition and fees                                     | \$ -          | \$ -          | \$ -          |  | \$ -                              |
| Federal grants and contracts                                 | -             | -             | -             |  | -                                 |
| State grants and contracts                                   | -             | -             | -             |  | -                                 |
| Nongovernmental grants and contracts                         | -             | -             | -             |  | -                                 |
| Sales and services of educational departments                | -             | -             | -             |  | -                                 |
| Auxiliary enterprises                                        | -             | -             | -             |  | -                                 |
| Other operating revenues                                     | -             | -             | -             |  | -                                 |
| Total operating revenues                                     | -             | -             | -             |  | -                                 |
| <b>EXPENSES</b>                                              |               |               |               |  |                                   |
| Operating expenses:                                          |               |               |               |  |                                   |
| Salaries                                                     | -             | -             | -             |  | -                                 |
| Benefits                                                     | -             | -             | -             |  | -                                 |
| Scholarships                                                 | -             | -             | -             |  | -                                 |
| Utilities                                                    | -             | -             | -             |  | -                                 |
| Supplies and other services                                  | -             | -             | (2,532,748)   |  | -                                 |
| Depreciation                                                 | 3,195,626     | 3,200,000     | 2,942,705     |  | 3,245,800                         |
| Total operating expenses                                     | 3,195,626     | 3,200,000     | 409,957       |  | 3,245,800                         |
| Operating income (loss)                                      | (3,195,626)   | (3,200,000)   | (409,957)     |  | (3,245,800)                       |
| <b>NONOPERATING REVENUES (EXPENSES)</b>                      |               |               |               |  |                                   |
| State appropriations                                         | -             | -             | -             |  | -                                 |
| Local appropriations                                         | -             | -             | -             |  | -                                 |
| Investment income (net of investments expenses)              | -             | -             | -             |  | -                                 |
| Interest on capital asset related debt                       | -             | -             | (8,783)       |  | -                                 |
| Federal grants and contracts                                 | -             | -             | -             |  | -                                 |
| Gifts                                                        |               |               | 27,168        |  |                                   |
| Gains/(losses) on disposal of capital assets                 |               |               | (9,021)       |  |                                   |
| Net nonoperating revenues                                    | -             | -             | 9,364         |  | -                                 |
| Income before other revenues, expenses, gains, or losses     | (3,195,626)   | (3,200,000)   | (400,593)     |  | (3,245,800)                       |
| Capital grants, gifts, revenue, appropriations and transfers |               |               |               |  |                                   |
| State capital funds                                          | -             |               | -             |  | -                                 |
| Capital Improvement bonds                                    | -             |               | -             |  | -                                 |
| Local capital appropriations                                 | -             |               | -             |  | -                                 |
| College funds                                                | -             |               | -             |  | -                                 |
| Other revenue sources-fund balance                           | -             | 3,200,000     | -             |  | 3,245,800                         |
| Transfers to/(from) other funds                              | -             | -             | -             |  | -                                 |
| Decrease in net assets                                       | (3,195,626)   | -             | (400,593)     |  | -                                 |
| <b>NET ASSETS</b>                                            |               |               |               |  |                                   |
| Net assets-beginning of year                                 | 45,059,243    | 41,863,617    | 41,863,617    |  | 41,463,024                        |
| Net assets-end of year                                       | \$ 41,863,617 | \$ 41,863,617 | \$ 41,463,024 |  | \$ 41,463,024                     |

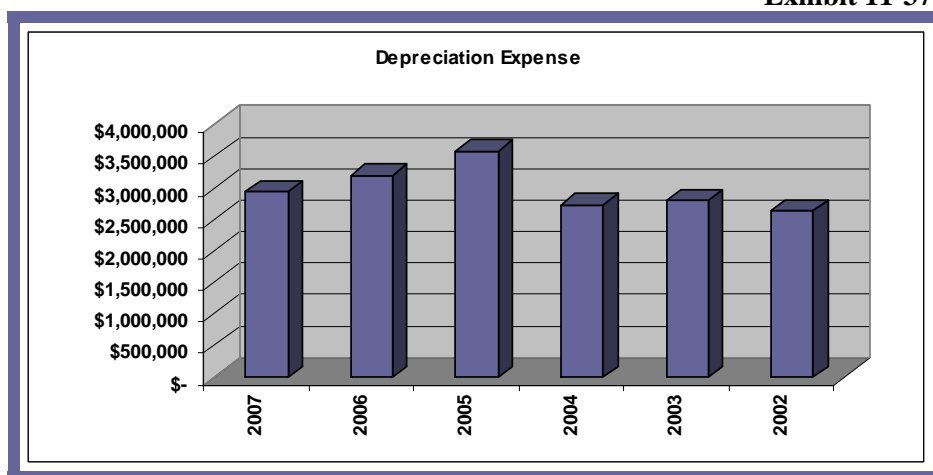
**Midlands Technical College  
Capital Fund Uses – Investment in Plant  
2007 - 2008**

**Investment in Plant – Depreciation**

Budgeted expenses in the Investment in Plant fund for the 2008 fiscal year consists of depreciation. The College expects depreciation for the 2008 budget year to be approximately \$3.2 million based on the actual amount calculated for fiscal year ended June 30, 2007 when adding capitalization of the Batesburg/Leesville Center. A chart reflecting the net amount of

depreciation for prior six fiscal years is presented in **Exhibit 11-37**. The change between 2004 – 2005 fiscal years depreciation occurred because of an overstated of \$470,289, which was corrected during the subsequent fiscal year. The 2006 fiscal year end reflects depreciation on the Student Services Precision Machining Building which was placed in service during that year.

**Exhibit 11-37**



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# Other Funds



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**Midlands Technical College**  
**Debt Service Fund**  
**Three Year Comparative Statement Ending**  
**June 30, 2008**

|                                                              | 2005 - 2006 | 2006 - 2007 | 2006 - 2007 |                 |
|--------------------------------------------------------------|-------------|-------------|-------------|-----------------|
|                                                              | Actual      | Budget      | Actual      | Approved Budget |
| <b>REVENUES</b>                                              |             |             |             |                 |
| Operating revenues:                                          |             |             |             |                 |
| Student tuition and fees                                     | \$ 800,000  | \$ 800,000  | \$ 800,000  | \$ 1,800,000    |
| Federal grants and contracts                                 | —           | —           | —           | —               |
| State grants and contracts                                   | —           | —           | —           | —               |
| Nongovernmental grants and contracts                         | —           | —           | —           | —               |
| Sales and services of educational departments                | —           | —           | —           | —               |
| Auxiliary enterprises                                        | —           | —           | —           | —               |
| Other operating revenues                                     | —           | —           | —           | —               |
| Total operating revenues                                     | 800,000     | 800,000     | 800,000     | 1,800,000       |
| <b>EXPENSES</b>                                              |             |             |             |                 |
| Operating expenses:                                          |             |             |             |                 |
| Salaries                                                     | —           | —           | —           | —               |
| Benefits                                                     | —           | —           | —           | —               |
| Scholarships                                                 | —           | —           | —           | —               |
| Utilities                                                    | —           | —           | —           | —               |
| Supplies and other services                                  | 396,600     | 510,000     | 420,000     | 634,925         |
| Depreciation                                                 | —           | —           | —           | —               |
| Total operating expenses                                     | 396,600     | 510,000     | 420,000     | 634,925         |
| Operating income (loss)                                      | 403,400     | 290,000     | 380,000     | 1,165,075       |
| <b>NONOPERATING REVENUES (EXPENSES)</b>                      |             |             |             |                 |
| State appropriations                                         | —           | —           | —           | —               |
| Local appropriations                                         | —           | —           | —           | 974,855         |
| Investment income (net of investments expenses)              | 38,811      | 60,000      | 154,943     | 75,000          |
| Interest on capital asset related debt                       | (307,608)   | (380,000)   | (349,651)   | (771,217)       |
| Federal grants and contracts                                 | —           | —           | —           | —               |
| Net non-operating revenues                                   | (268,797)   | (320,000)   | (194,708)   | 278,638         |
| Income before other revenues, expenses, gains, or losses     | 134,603     | (30,000)    | 185,292     | 1,443,713       |
| Capital grants, gifts, revenue, appropriations and transfers |             |             |             |                 |
| State capital funds                                          | —           | —           | —           | —               |
| Capital Improvement bonds                                    | —           | —           | —           | —               |
| Local capital appropriations                                 | —           | 911,000     | —           | —               |
| College funds                                                | —           | —           | —           | —               |
| Other revenue sources – fund balance                         | —           | —           | —           | —               |
| Transfers to/(from) other funds                              | —           | (656,224)   | —           | (1,000,000)     |
| Increase (decrease) in net assets                            | 134,603     | 224,776     | 185,292     | 443,713         |
| <b>NET ASSETS</b>                                            |             |             |             |                 |
| Net assets-beginning of year                                 | 91,548      | 226,151     | 226,151     | 411,443         |
| Net assets-end of year                                       | \$ 226,151  | \$ 450,927  | \$ 411,443  | \$ 855,156      |



**Midlands Technical College  
Debt Service Fund – Uses  
2007 - 2008**

**Debt Service Funds – Financial Data**

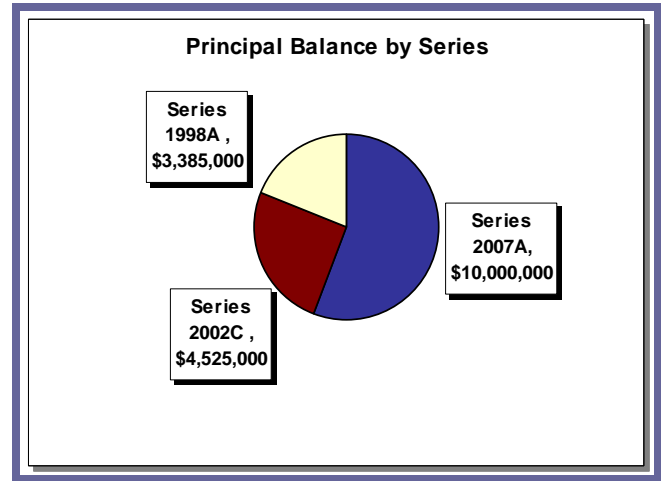
Debt service funds are used to account for resources and payments of principal and interest of the College's debt that includes primarily state institution bonds, which are general obligation bonds of the State. Budgeted expenses in the supplies and other services category include debt service expenditures for in the amount of \$575,000 for principal payments on bonds and approximately \$60,000 in principal payments on the note payable for the College's computer hardware. \$771,217 is budgeted for interest payments for a total of \$1.4 million.

Series 1998A General Obligation State Institution Bonds issued March 1, 1998 in the amount of \$5.0 million funded the construction of the parking garage and automotive shop at the Beltline Campus and technology infrastructure of the College. Series 2002C General Obligation State Institution Bonds issued January 1, 2003 in the amount of \$5,250,000 was for restructured debt for the Airport Campus Student Services Building and new debt for the Student Services/Precision Machining Building located on the Beltline Campus. The remaining series 2007A bonds issued in April 2007 are funding the Harbison classroom and the Northeast Accelerator buildings.

The scheduled maturities of the bonds payable are as follows:

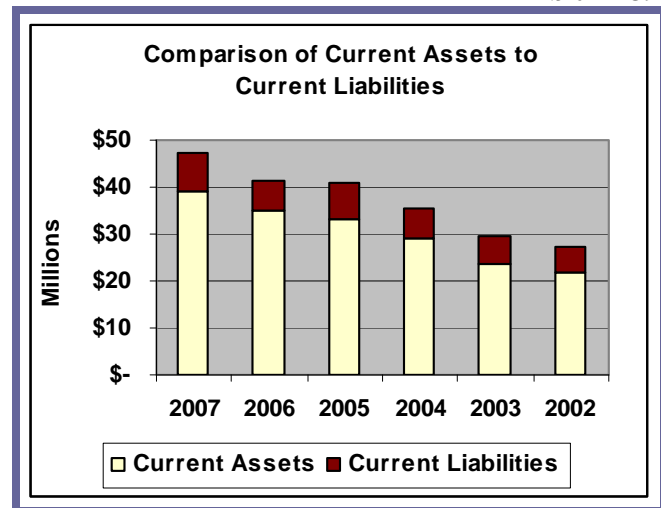
| <b>General Obligation Bonds</b> |                  |                |                  |
|---------------------------------|------------------|----------------|------------------|
|                                 | Principal        | Interest       | Total Payment    |
| 2008                            | \$ 575,000       | \$ 764,843     | \$ 1,339,843     |
| 2009                            | 600,000          | 742,299        | 1,342,299        |
| 2010                            | 625,000          | 717,630        | 1,342,630        |
| 2011                            | 650,000          | 691,785        | 1,341,785        |
| 2012                            | 675,000          | 664,160        | 1,339,160        |
| 2013 - 2017                     | 3,860,000        | 2,853,955      | 6,713,955        |
| 2018 - 2022                     | 4,835,000        | 1,933,855      | 6,768,855        |
| 2023 - 2027                     | <u>6,090,000</u> | <u>803,875</u> | <u>6,893,875</u> |
| Total                           | \$ 17,910,000    | \$ 9,172,402   | \$ 27,082,402    |

**Exhibit 11-38**



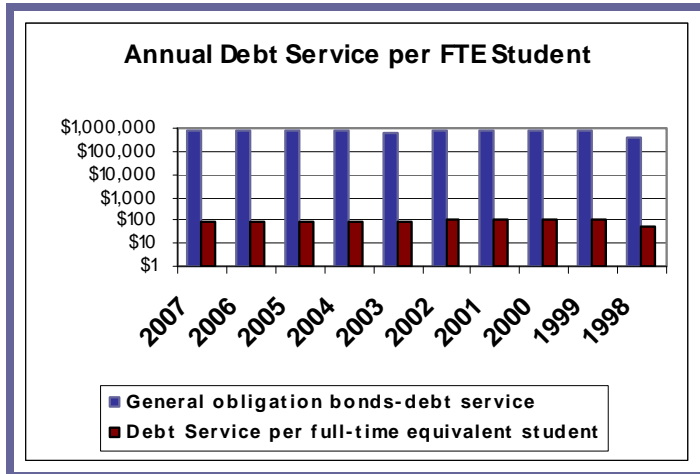
The principal balance by series is in **Exhibit 11-38**. A strong indicator of the financial health of the College and its ability to sustain future debt is in the approximate 5:1 current ratio of current assets to current liabilities. Current assets for the fiscal year ended June 30, 2007 are \$39.2 million and current liabilities are \$7.9 million. **Exhibit 11-39** shows the College has sufficient current resources to pay its short term liabilities.

**Exhibit 11-39**



Equally as conservative is the annual debt service per FTE student that shows approximately \$100 per student since the 1998 fiscal year as reflected in **Exhibit 11-41**. Enrollment numbers are based on fall data.

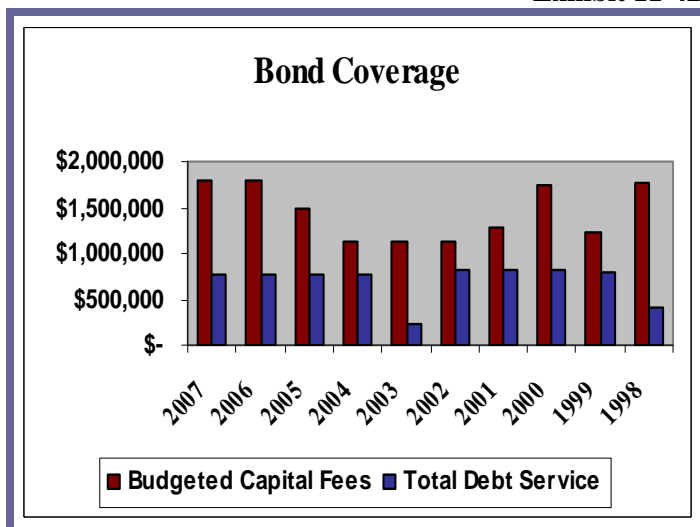
**Exhibit 11-41**



**Exhibit 11-42** reflects the budgeted capital fees that support debt payments for the year as compared with the annual principal and interest payments. This shows the College's has consistently budgeted sufficient amounts to cover its debt.

Excess budgeted capital fees sent to the State Treasurer's Office are deposited into the College's institutional capital projects fund by the Treasurer and used as resources for funding capital projects. All excess funds are invested by the Treasurer and the College receives the investment income, which is included in the debt services budget.

**Exhibit 11-42**



## Blended Component Unit

### Midlands Technical College Enterprise Campus Authority Three Year Comparative Statement Ending June 30, 2008

|                                                              | 2005 - 2006 | 2006 - 2007 |            | 2007 -2008      |
|--------------------------------------------------------------|-------------|-------------|------------|-----------------|
|                                                              | Actual      | Budget      | Actual     | Approved Budget |
| <b>REVENUES</b>                                              |             |             |            |                 |
| Operating revenues:                                          |             |             |            |                 |
| Student tuition and fees                                     | \$ -        | \$ -        | \$ -       | \$ -            |
| Federal grants and contracts                                 | -           | -           | -          | -               |
| State grants and contracts                                   | -           | -           | -          | -               |
| Nongovernmental grants and contracts                         | -           | -           | -          | -               |
| Sales and services of educational departments                | -           | -           | -          | -               |
| Auxiliary enterprises                                        | -           | -           | -          | -               |
| Other operating revenues                                     | -           | -           | -          | -               |
| Total operating revenues                                     | -           | -           | -          | -               |
| <b>EXPENSES</b>                                              |             |             |            |                 |
| Operating expenses:                                          |             |             |            |                 |
| Salaries                                                     | -           | -           | -          | -               |
| Benefits                                                     | -           | -           | -          | -               |
| Scholarships                                                 | -           | -           | -          | -               |
| Utilities                                                    | -           | -           | -          | -               |
| Supplies and other services                                  | 30,727      | 143,950     | 95,539     | 120,362         |
| Depreciation                                                 | -           | -           | -          | -               |
| Total operating expenses                                     | 30,727      | 143,950     | 95,539     | 120,362         |
| Operating income (loss)                                      | (30,727)    | (143,950)   | (95,539)   | (120,362)       |
| <b>NONOPERATING REVENUES (EXPENSES)</b>                      |             |             |            |                 |
| State appropriations                                         | -           | -           | -          | -               |
| Local appropriations                                         | -           | -           | -          | -               |
| Investment income (net of investments expenses)              | -           | -           | -          | -               |
| Interest on capital asset related debt                       | -           | -           | -          | -               |
| Federal grants and contracts                                 | -           | -           | -          | -               |
| Net non-operating revenues                                   | -           | -           | -          | -               |
| Income before other revenues, expenses, gains, or losses     | (30,727)    | (143,950)   | (95,539)   | (120,362)       |
| Capital grants, gifts, revenue, appropriations and transfers |             |             |            |                 |
| State capital funds                                          | -           | -           | -          | -               |
| Capital Improvement bonds                                    | -           | -           | -          | -               |
| Local capital appropriations                                 | -           | -           | -          | -               |
| College funds                                                | -           | -           | -          | -               |
| Other revenue sources – fund balance                         | -           | -           | -          | -               |
| Transfers to/(from) other funds                              | 485,300     | -           | -          | -               |
| Increase (decrease) in net assets                            | 454,573     | (143,950)   | (95,539)   | (120,362)       |
| <b>NET ASSETS</b>                                            |             |             |            |                 |
| Net assets-beginning of year                                 | 32,934      | 487,507     | 464,151*   | 368,612         |
| Net assets-end of year                                       | \$ 487,507  | \$ 343,557  | \$ 368,612 | \$ 248,250      |

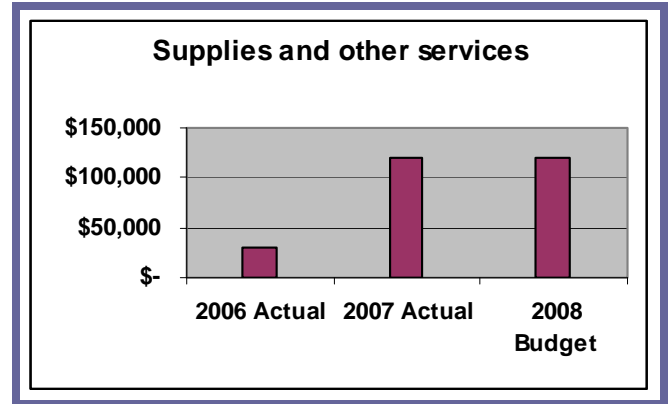
*\*Note: The College restated its beginning net assets at fiscal year ended June 30, 2007*

**Midlands Technical College  
Enterprise Campus Authority Fund – Uses  
2007-2008**

The Enterprise Campus Authority (ECA) is a blended component unit of the College, therefore revenues and expenses of the ECA are included with those of the College as a whole. The ECA was established in 2004 for the purpose of managing and developing the College's Enterprise Campus, which is located at the Northeast Campus of the College. The ECA was created to promote regional economic development.

An analysis of actual expenses for supplies and other services, which is the only expense for the current budget year, are included in **Exhibit 11-43**. This category of expenses includes those for legal, auditing, appraisal and insurance services. Also included for this year are expenses for the development of a master plan for the Enterprise Campus. The ECA has not budgeted revenue or transfers for the year; therefore, current year expenses will reduce the ending net assets.

**Exhibit 11-43**



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# STATISTICAL SECTION

*The Statistical Section provides additional information to the reader. Included in this section are financial trends, revenue and debt capacity, demographic and economic information and operating information.*



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# STATISTICAL SECTION

This section of the Midlands Technical College Budget Document presents information that will assist in understanding the College's overall financial health and provide other statistics that may be of interest to the reader.

## CONTENTS

## SCHEDULES

### **Financial Trends**

**1 - 4**

The schedules in this section contain trend information to assist in understanding of how the College's financial performance and well-being have changed over time.

### **Revenue Capacity**

**5 - 8**

The schedules in this section contain information to assess the College's most significant revenue sources.

### **Debt Capacity**

**9 - 10**

The schedules in this section present information that assess the affordability of the College's current levels of outstanding debt and the ability of the College to issue additional debt in future years.

### **Demographic and Economic Information**

**11 - 12**

The schedules in this section offer demographic and economic indicators to assist in understanding the environment within which the College's financial activities occur.

### **Operating Information**

**13 - 14**

The schedules in this section contain service and infrastructure data to assist in understanding how the information in the College's financial report relates to the services it provides and the activities it performs.



## MIDLANDS TECHNICAL COLLEGE

SCHEDULE OF NET ASSETS BY COMPONENT  
Fiscal Years 2002 - 2007

|                                                    | For the Year Ended June 30, |                      |                      |                      |                      |                      |
|----------------------------------------------------|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                                    | 2007                        | 2006                 | 2005                 | 2004                 | 2003                 | 2002                 |
| Invested in capital assets,<br>net of related debt | \$ 41,378,344               | \$ 41,863,617        | \$ 42,354,530        | \$ 40,695,692        | \$ 46,821,316        | \$ 42,557,763        |
| Restricted for Expendable:                         |                             |                      |                      |                      |                      |                      |
| Capital projects                                   | 27,216,757                  | 22,734,164           | 20,241,902           | 18,473,541           | 12,085,610           | 11,787,687           |
| Debt service                                       | 411,443                     | 226,150              | 91,547               | 146,043              | 124,283              | 59,982               |
| Unrestricted <sup>a</sup>                          | 5,465,483                   | 5,415,743            | 4,710,567            | 4,407,885            | 4,165,611            | 3,892,549            |
| <b>Total College net assets</b>                    | <u>\$ 74,472,027</u>        | <u>\$ 70,239,674</u> | <u>\$ 67,398,546</u> | <u>\$ 63,723,161</u> | <u>\$ 63,196,820</u> | <u>\$ 58,297,981</u> |

Note: Due to reporting format and definition changes prescribed by GASB Statement 34 and 35, only fiscal years 2002-07 are available.

<sup>a</sup> Beginning in 2006 the unrestricted net assets includes the Midlands Technical College Enterprise Campus Authority.

Source: Midlands Technical College Audited Financial Statements.

## MIDLANDS TECHNICAL COLLEGE

SCHEDULE OF OTHER CHANGES IN NET ASSETS  
Fiscal Years 2002 - 2007

|                                                                    | For the Year Ended June 30, |                     |                     |                     |                     |                      |
|--------------------------------------------------------------------|-----------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                                                                    | 2007                        | 2006                | 2005                | 2004                | 2003                | 2002                 |
| <b>Income Before Other Revenues,<br/>Expenses, Gains or Losses</b> | \$ 1,995,967                | \$ 956,477          | \$ 952,604          | \$ 1,495,602        | \$ 129,313          | \$ 2,077,407         |
| State capital appropriations                                       | —                           | 181,858             | —                   | —                   | 90,574              | 510,651              |
| Other                                                              | 107,250                     | —                   | —                   | —                   | —                   | —                    |
| Local capital appropriations                                       | 1,762,000                   | 1,727,000           | 1,693,000           | 1,661,000           | 2,886,859           | 800,000              |
| Research university<br>infrastructure bond                         | 339,970                     | —                   | —                   | —                   | —                   | —                    |
| Proceeds from state capital<br>Improvement bonds                   | —                           | —                   | —                   | —                   | 1,758,688           | 6,658,896            |
| Proceeds from state institution bond                               | —                           | —                   | —                   | —                   | 33,405              | —                    |
| Contributed capital assets                                         | 27,168                      | —                   | 652,380             | —                   | —                   | —                    |
| Gain on disposal of capital assets                                 | —                           | —                   | 384,212             | —                   | —                   | —                    |
| <b>Total increase in net assets</b>                                | <u>\$ 4,232,355</u>         | <u>\$ 2,865,335</u> | <u>\$ 3,682,196</u> | <u>\$ 3,156,602</u> | <u>\$ 4,898,839</u> | <u>\$ 10,046,954</u> |

*Note: Due to reporting format and definition changes prescribed by GASB Statement 34 and 35, only fiscal years 2002-07 are available.  
Source: Midlands Technical College Audited Financial Statements.*

## MIDLANDS TECHNICAL COLLEGE

SCHEDULE OF EXPENSES BY FUNCTION  
Fiscal Years 2002 to 2007

|                                              | For the Year Ended June 30, |                      |                      |                      |                      |                      |
|----------------------------------------------|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                              | 2007                        | 2006                 | 2005                 | 2004                 | 2003                 | 2002                 |
| <b>Expenses:</b>                             |                             |                      |                      |                      |                      |                      |
| Instruction                                  | \$ 30,216,217               | \$ 25,277,930        | \$ 24,500,016        | \$ 23,860,773        | \$ 23,170,134        | \$ 22,270,481        |
| Academic Support                             | 7,751,721                   | 11,030,361           | 11,602,944           | 8,441,232            | 9,078,844            | 7,428,017            |
| Student Services                             | 9,006,646                   | 9,163,890            | 8,860,551            | 8,359,302            | 7,811,033            | 7,475,511            |
| Operation and Maintenance of Plant           | 8,456,033                   | 7,366,825            | 5,545,289            | 5,654,610            | 4,929,832            | 4,024,633            |
| Institutional Support                        | 7,793,643                   | 7,776,530            | 7,837,847            | 8,075,989            | 8,439,172            | 8,235,131            |
| Scholarships                                 | 7,657,801                   | 7,563,351            | 8,266,923            | 7,605,148            | 2,509,298            | 341,915              |
| Auxiliary Enterprises                        | 6,934,043                   | 6,520,301            | 6,174,328            | 5,943,317            | 2,800,393            | 2,594,131            |
| Depreciation                                 | 2,942,705                   | 3,195,626            | 3,114,946            | 2,731,849            | 2,801,639            | 2,625,318            |
| <b>Total Operating Expenses <sup>a</sup></b> | <u>80,758,809</u>           | <u>77,894,814</u>    | <u>75,902,844</u>    | <u>70,672,220</u>    | <u>61,540,345</u>    | <u>54,995,137</u>    |
| Interest on capital asset-related debt       | 358,435                     | 316,707              | 387,754              | 407,341              | 493,206              | 447,526              |
| Loss on disposal of capital assets           | 9,021                       | 11,098               | —                    | 11,453               | —                    | —                    |
| <b>Total Expenses</b>                        | <u>\$ 81,126,265</u>        | <u>\$ 78,222,619</u> | <u>\$ 76,290,598</u> | <u>\$ 71,091,014</u> | <u>\$ 62,033,551</u> | <u>\$ 55,442,663</u> |

|                                              | For the Year Ended June 30, |               |               |               |               |               |
|----------------------------------------------|-----------------------------|---------------|---------------|---------------|---------------|---------------|
|                                              | (percentage of total)       |               |               |               |               |               |
|                                              | 2007                        | 2006          | 2005          | 2004          | 2003          | 2002          |
| <b>Expenses:</b>                             |                             |               |               |               |               |               |
| Instruction                                  | 37.3%                       | 32.4%         | 32.1%         | 33.4%         | 37.5%         | 40.1%         |
| Academic Support                             | 9.6%                        | 14.1%         | 15.2%         | 11.9%         | 14.6%         | 13.4%         |
| Student Services                             | 11.1%                       | 11.7%         | 11.6%         | 11.8%         | 12.6%         | 13.5%         |
| Operation and Maintenance of Plant           | 10.4%                       | 9.4%          | 7.3%          | 8.0%          | 7.9%          | 7.3%          |
| Institutional Support                        | 9.6%                        | 9.9%          | 10.3%         | 11.4%         | 13.6%         | 14.9%         |
| Scholarships                                 | 9.4%                        | 9.7%          | 10.8%         | 10.7%         | 4.0%          | 0.6%          |
| Auxiliary Enterprises                        | 8.5%                        | 8.3%          | 8.1%          | 8.4%          | 4.5%          | 4.7%          |
| Depreciation                                 | 3.6%                        | 4.1%          | 4.1%          | 3.8%          | 4.5%          | 4.7%          |
| <b>Total Operating Expenses <sup>b</sup></b> | <u>99.5%</u>                | <u>99.6%</u>  | <u>99.5%</u>  | <u>99.4%</u>  | <u>99.2%</u>  | <u>99.2%</u>  |
| Interest on capital asset-related debt       | 0.5%                        | 0.4%          | 0.5%          | 0.6%          | 0.8%          | 0.8%          |
| Loss on disposal of capital assets           | 0.0%                        | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| <b>Total Expenses</b>                        | <u>100.0%</u>               | <u>100.0%</u> | <u>100.0%</u> | <u>100.0%</u> | <u>100.0%</u> | <u>100.0%</u> |

Note:

<sup>a</sup> Due to reporting format and definition changes prescribed by GASB Statement 34, only fiscal years 2002-2007 are available.

Certain classifications of expenses for fiscal years 2002-03 were changed to conform to subsequent reporting years for consistency.

<sup>b</sup> There was a change in allocation estimates for the 2007 fiscal year from telephone usage to square footage.

Source: Midlands Technical College Audited Financial Statements

## MIDLANDS TECHNICAL COLLEGE

SCHEDULE OF EXPENSES BY USE  
Fiscal Years 2002 to 2007

|                                        | For the Year Ended June 30, |                      |                      |                      |                      |                      |
|----------------------------------------|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                        | 2007                        | 2006                 | 2005                 | 2004                 | 2003                 | 2002                 |
| <b>Expenses:</b>                       |                             |                      |                      |                      |                      |                      |
| Salaries                               | \$ 38,946,598               | \$ 37,437,269        | \$ 35,475,529        | \$ 32,879,920        | \$ 31,727,924        | \$ 30,586,060        |
| Benefits                               | 9,761,904                   | 8,762,729            | 8,346,803            | 8,270,566            | 7,830,747            | 7,106,237            |
| Scholarships                           | 7,664,137                   | 7,567,105            | 8,266,923            | 7,605,148            | 2,509,298            | 341,915              |
| Utilities                              | 1,507,205                   | 1,478,465            | 1,322,563            | 1,310,794            | 1,178,237            | 1,004,628            |
| Supplies and Other Services            | 19,936,260                  | 19,453,620           | 19,376,080           | 17,873,943           | 15,492,500           | 13,330,979           |
| Depreciation                           | 2,942,705                   | 3,195,626            | 3,114,946            | 2,731,849            | 2,801,639            | 2,625,318            |
| <b>Total Operating Expenses</b>        | <u>80,758,809</u>           | <u>77,894,814</u>    | <u>75,902,844</u>    | <u>70,672,220</u>    | <u>61,540,345</u>    | <u>54,995,137</u>    |
| Interest on capital asset-related debt | 358,435                     | 316,707              | 387,754              | 407,341              | 493,206              | 447,526              |
| Loss on disposal of capital assets     | 9,021                       | 11,098               | —                    | 11,453               | —                    | —                    |
| <b>Total Expenses</b>                  | <u>\$ 81,126,265</u>        | <u>\$ 78,222,619</u> | <u>\$ 76,290,598</u> | <u>\$ 71,091,014</u> | <u>\$ 62,033,551</u> | <u>\$ 55,442,663</u> |

|                                        | For the Year Ended June 30, |               |               |               |               |               |
|----------------------------------------|-----------------------------|---------------|---------------|---------------|---------------|---------------|
|                                        | (percentage of total)       |               |               |               |               |               |
|                                        | 2007                        | 2006          | 2005          | 2004          | 2003          | 2002          |
| <b>Expenses:</b>                       |                             |               |               |               |               |               |
| Salaries                               | 48.0%                       | 47.8%         | 46.6%         | 46.4%         | 51.2%         | 55.3%         |
| Benefits                               | 12.0%                       | 11.2%         | 10.9%         | 11.6%         | 12.6%         | 12.8%         |
| Scholarships                           | 9.4%                        | 9.7%          | 10.8%         | 10.7%         | 4.0%          | 0.6%          |
| Utilities                              | 1.9%                        | 1.9%          | 1.7%          | 1.8%          | 1.9%          | 1.8%          |
| Supplies and Other Services            | 24.6%                       | 24.9%         | 25.4%         | 25.1%         | 25.0%         | 24.0%         |
| Depreciation                           | 3.6%                        | 4.1%          | 4.1%          | 3.8%          | 4.5%          | 4.7%          |
| <b>Total Operating Expenses</b>        | <u>99.5%</u>                | <u>99.6%</u>  | <u>99.5%</u>  | <u>99.4%</u>  | <u>99.2%</u>  | <u>99.2%</u>  |
| Interest on capital asset-related debt | 0.5%                        | 0.4%          | 0.5%          | 0.6%          | 0.8%          | 0.8%          |
| Loss on disposal of capital assets     | 0.0%                        | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.0%          |
| <b>Total Expenses</b>                  | <u>100.0%</u>               | <u>100.0%</u> | <u>100.0%</u> | <u>100.0%</u> | <u>100.0%</u> | <u>100.0%</u> |

## MIDLANDS TECHNICAL COLLEGE

SCHEDULE OF REVENUES BY SOURCE  
Fiscal Years 2002 - 2007

|                                                             | For the Year Ended June 30, |                      |                      |                      |                      |                      |
|-------------------------------------------------------------|-----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                                             | 2007                        | 2006                 | 2005                 | 2004                 | 2003                 | 2002                 |
| <b>Revenues</b>                                             |                             |                      |                      |                      |                      |                      |
| Student tuition and fees<br>(net of scholarship allowances) | \$ 23,468,385               | \$ 21,991,171        | \$ 22,071,267        | \$ 21,447,627        | \$ 11,878,505        | \$ 10,666,408        |
| Federal grants and contracts                                | 13,584,530                  | 13,125,843           | 14,198,013           | 13,244,727           | 12,559,529           | 11,091,433           |
| State grants and contracts                                  | 10,079,966                  | 9,263,216            | 7,708,835            | 6,916,114            | 6,537,431            | 1,190,540            |
| Nongovernmental grants and contracts                        | 195,870                     | 265,726              | 996,733              | 219,232              | 55,238               | 45,165               |
| Sales and services                                          | 59,011                      | 65,595               | 66,857               | 55,172               | 61,154               | 66,350               |
| Auxiliary enterprises<br>(net of book allowances)           | 6,181,968                   | 5,842,028            | 5,909,485            | 5,586,006            | 3,591,881            | 3,313,459            |
| Other operating revenues                                    | <u>742,382</u>              | <u>707,089</u>       | <u>562,669</u>       | <u>598,040</u>       | <u>639,050</u>       | <u>433,355</u>       |
| <b>Total Operating Revenues</b>                             | <u>54,312,112</u>           | <u>51,260,668</u>    | <u>51,513,859</u>    | <u>48,066,918</u>    | <u>35,322,788</u>    | <u>26,806,710</u>    |
| State appropriations                                        | 19,759,248                  | 19,059,973           | 19,014,685           | 18,323,689           | 21,767,831           | 23,757,529           |
| Local appropriations                                        | 7,198,337                   | 7,628,088            | 5,915,254            | 5,758,676            | 5,484,775            | 6,418,590            |
| Investment income                                           | 1,832,051                   | 1,189,573            | 664,880              | 256,266              | 297,464              | 368,970              |
| Federal grants and contracts                                | 20,484                      | 22,816               | 25,887               | 26,025               | 30,184               | 138,914              |
| State grants and contracts                                  | —                           | 17,978               | 194,714              | 155,042              | 92,358               | 29,358               |
| State capital appropriations                                | —                           | 181,858              | —                    | —                    | 90,574               | 510,651              |
| Local capital appropriations                                | 1,762,000                   | 1,727,000            | 1,693,000            | 1,661,000            | 2,886,859            | 800,000              |
| Capital asset contributions                                 | 27,168                      | —                    | 652,380              | —                    | —                    | —                    |
| Proceeds from state capital<br>improvement bonds            | —                           | —                    | —                    | —                    | 1,758,688            | —                    |
| Proceeds from state institution bonds                       | —                           | —                    | —                    | —                    | 33,405               | 6,658,896            |
| Gains on disposal of capital assets                         | —                           | —                    | 384,212              | —                    | 115,767              | —                    |
| Research University                                         |                             |                      |                      |                      |                      |                      |
| Infrastructure Bonds                                        | 339,970                     | —                    | —                    | —                    | —                    | —                    |
| Other                                                       | <u>107,250</u>              | <u>—</u>             | <u>—</u>             | <u>—</u>             | <u>—</u>             | <u>—</u>             |
| <b>Total Nonoperating Revenues</b>                          | <u>31,046,508</u>           | <u>29,827,286</u>    | <u>28,545,012</u>    | <u>26,180,698</u>    | <u>32,557,905</u>    | <u>38,682,908</u>    |
| <b>Total Revenues</b>                                       | <u>\$ 85,358,620</u>        | <u>\$ 81,087,954</u> | <u>\$ 80,058,871</u> | <u>\$ 74,247,616</u> | <u>\$ 67,880,693</u> | <u>\$ 65,489,618</u> |

*Note: Due to reporting format and definition changes prescribed by GASB Statement 34, only fiscal years 2002-07 are available.  
Certain classifications of revenues for fiscal years 2002-03 were changed to conform to subsequent reporting years for consistency.  
Source: Midlands Technical College Audited Financial Statements.*

## MIDLANDS TECHNICAL COLLEGE

## SCHEDULE OF REVENUES BY SOURCE

Fiscal Years 2002 - 2007

(continued)

|                                                             | For the Year Ended June 30, |               |               |               |               |               |
|-------------------------------------------------------------|-----------------------------|---------------|---------------|---------------|---------------|---------------|
|                                                             | (percentage of total)       |               |               |               |               |               |
|                                                             | 2007                        | 2006          | 2005          | 2004          | 2003          | 2002          |
| <b>Revenues</b>                                             |                             |               |               |               |               |               |
| Student tuition and fees<br>(net of scholarship allowances) | 27.5%                       | 27.1%         | 27.6%         | 28.9%         | 17.5%         | 16.3%         |
| Federal grants and contracts                                | 15.9%                       | 16.2%         | 17.7%         | 17.8%         | 18.5%         | 16.9%         |
| State grants and contracts                                  | 11.8%                       | 11.4%         | 9.6%          | 9.3%          | 9.6%          | 1.8%          |
| Nongovernmental grants and contracts                        | 0.2%                        | 0.3%          | 1.3%          | 0.3%          | 0.1%          | 0.1%          |
| Sales and services                                          | 0.1%                        | 0.1%          | 0.1%          | 0.1%          | 0.1%          | 0.1%          |
| Auxiliary enterprises<br>(net of book allowances)           | 7.2%                        | 7.2%          | 7.4%          | 7.5%          | 5.2%          | 5.1%          |
| Other operating revenues                                    | 0.9%                        | 0.9%          | 0.7%          | 0.8%          | 0.9%          | 0.7%          |
| <b>Total Operating Revenues</b>                             | <b>63.6%</b>                | <b>63.2%</b>  | <b>64.4%</b>  | <b>64.7%</b>  | <b>51.9%</b>  | <b>41.0%</b>  |
| State appropriations                                        | 23.1%                       | 23.6%         | 23.8%         | 24.7%         | 32.2%         | 36.1%         |
| Local appropriations                                        | 8.4%                        | 9.4%          | 7.4%          | 7.8%          | 8.1%          | 9.9%          |
| Investment income                                           | 2.1%                        | 1.5%          | 0.8%          | 0.4%          | 0.4%          | 0.6%          |
| Federal grants and contracts                                | 0.0%                        | 0.0%          | 0.0%          | 0.0%          | 0.0%          | 0.2%          |
| State grants and contracts                                  | 0.0%                        | 0.0%          | 0.2%          | 0.2%          | 0.1%          | 0.0%          |
| State capital appropriations                                | 0.7%                        | 0.2%          | —             | —             | 0.1%          | 0.8%          |
| Local capital appropriations                                | 2.1%                        | 2.1%          | 2.1%          | 2.2%          | 4.3%          | 1.2%          |
| Capital contributions                                       | —                           | —             | 0.8%          | —             | —             | —             |
| Proceeds from state capital<br>improvement bonds            | —                           | —             | —             | —             | 2.6%          | —             |
| Proceeds from state institution bonds                       | —                           | —             | —             | —             | 0.1%          | 10.2%         |
| Gains on disposal of capital assets                         | —                           | —             | 0.5%          | —             | 0.2%          | —             |
| <b>Total Nonoperating Revenues</b>                          | <b>36.4%</b>                | <b>36.8%</b>  | <b>35.6%</b>  | <b>35.3%</b>  | <b>48.1%</b>  | <b>59.0%</b>  |
| <b>Total Revenues</b>                                       | <b>100.0%</b>               | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> | <b>100.0%</b> |

**ANNUAL TUITION AND FEES  
SOUTH CAROLINA PUBLIC TWO-YEAR INSTITUTIONS – IN STATE  
Last Ten Academic Years**

|                                          |   | <u>2007</u> | <u>2006</u> | <u>2005</u> | <u>2004</u> | <u>2003</u> | <u>2002</u> | <u>2001</u> | <u>2000</u> | <u>1999</u> | <u>1998</u> |
|------------------------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Technical Colleges</b>                |   |             |             |             |             |             |             |             |             |             |             |
| <b>In-County</b>                         |   |             |             |             |             |             |             |             |             |             |             |
| Aiken                                    | a | \$ 3,190    | \$ 3,036    | \$ 2,836    | \$ 2,600    | \$ 2,192    | \$ 1,800    | \$ 1,300    | \$ 1,110    | \$ 1,010    |             |
| Central Carolina                         | a | \$ 2,900    | \$ 2,700    | \$ 2,500    | \$ 2,500    | \$ 2,092    | \$ 1,700    | \$ 1,200    | \$ 1,038    | \$ 944      |             |
| Denmark                                  | a | \$ 2,278    | \$ 2,378    | \$ 2,278    | \$ 2,248    | \$ 2,152    | \$ 1,700    | \$ 1,080    | \$ 1,080    | \$ 1,080    |             |
| Florence-Darlington                      | a | \$ 3,074    | \$ 3,026    | \$ 2,986    | \$ 2,976    | \$ 2,112    | \$ 1,720    | \$ 1,500    | \$ 1,320    | \$ 1,320    |             |
| Greenville                               | a | \$ 3,190    | \$ 3,000    | \$ 2,900    | \$ 2,600    | \$ 2,142    | \$ 1,750    | \$ 1,500    | \$ 1,300    | \$ 1,100    |             |
| Horry-Georgetown                         | a | \$ 2,944    | \$ 2,800    | \$ 2,680    | \$ 2,394    | \$ 2,136    | \$ 1,744    | \$ 1,363    | \$ 1,235    | \$ 1,115    |             |
| Midlands                                 | a | \$ 3,100    | \$ 3,004    | \$ 2,908    | \$ 2,836    | \$ 2,192    | \$ 1,800    | \$ 1,396    | \$ 1,300    | \$ 1,202    |             |
| Northeastern TC                          | a | \$ 2,646    | \$ 2,526    | \$ 2,346    | \$ 2,346    | \$ 2,092    | \$ 1,705    | \$ 1,225    | \$ 1,100    | \$ 1,000    |             |
| Orangeburg-Calhoun                       | a | \$ 2,832    | \$ 2,640    | \$ 2,640    | \$ 2,496    | \$ 1,992    | \$ 1,700    | \$ 1,296    | \$ 1,104    | \$ 1,008    |             |
| Piedmont                                 | a | \$ 2,956    | \$ 2,860    | \$ 2,740    | \$ 2,596    | \$ 2,350    | \$ 1,760    | \$ 1,300    | \$ 1,224    | \$ 1,120    |             |
| Spartanburg                              | a | \$ 3,094    | \$ 2,902    | \$ 2,806    | \$ 2,660    | \$ 2,132    | \$ 1,740    | \$ 1,400    | \$ 1,300    | \$ 1,200    |             |
| TC of the Lowcountry                     | a | \$ 3,050    | \$ 3,050    | \$ 2,900    | \$ 2,600    | \$ 2,142    | \$ 1,700    | \$ 1,250    | \$ 1,150    | \$ 1,000    |             |
| Tri County                               | a | \$ 2,856    | \$ 2,738    | \$ 2,546    | \$ 2,450    | \$ 2,022    | \$ 1,800    | \$ 1,200    | \$ 1,100    | \$ 1,100    |             |
| Trident                                  | a | \$ 3,114    | \$ 2,950    | \$ 2,688    | \$ 2,446    | \$ 2,092    | \$ 1,700    | \$ 1,300    | \$ 1,140    | \$ 1,100    |             |
| Williamsburg                             | a | \$ 2,830    | \$ 2,692    | \$ 2,692    | \$ 2,112    | \$ 2,112    | \$ 1,700    | \$ 1,100    | \$ 840      | \$ 840      |             |
| York                                     | a | \$ 3,124    | \$ 3,036    | \$ 2,886    | \$ 2,736    | \$ 2,108    | \$ 1,712    | \$ 1,236    | \$ 1,140    | \$ 1,008    |             |
| <b>Two-Year Regional Campuses of USC</b> |   |             |             |             |             |             |             |             |             |             |             |
| <b>In-State</b>                          |   |             |             |             |             |             |             |             |             |             |             |
| USC-Lancaster                            | a | \$ 4,652    | \$ 4,324    | \$ 4,058    | \$ 3,656    | \$ 3,080    | \$ 2,410    | \$ 2,200    | \$ 2,100    | \$ 2,040    |             |
| USC-Salkehatchie                         | a | \$ 4,652    | \$ 4,324    | \$ 4,058    | \$ 3,656    | \$ 3,080    | \$ 2,410    | \$ 2,200    | \$ 2,100    | \$ 2,040    |             |
| USC-Sumter                               | a | \$ 4,652    | \$ 4,324    | \$ 4,058    | \$ 3,656    | \$ 3,080    | \$ 2,410    | \$ 2,200    | \$ 2,100    | \$ 2,040    |             |
| USC-Union                                | a | \$ 4,652    | \$ 4,324    | \$ 4,058    | \$ 3,656    | \$ 3,080    | \$ 2,410    | \$ 2,200    | \$ 2,100    | \$ 2,040    |             |

Source: South Carolina Commission on Higher Education

a Data not available

**Schedule 6 (continued)**

**ANNUAL TUITION AND FEES  
SOUTH CAROLINA PUBLIC TWO-YEAR INSTITUTIONS – OUT OF STATE  
Last Ten Academic Years  
(continued)**

|                                          |   | <u>2007</u> | <u>2006</u> | <u>2005</u> | <u>2004</u> | <u>2003</u> | <u>2002</u> | <u>2001</u> | <u>2000</u> | <u>1999</u> | <u>1998</u> |
|------------------------------------------|---|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Technical Colleges</b>                |   |             |             |             |             |             |             |             |             |             |             |
| <b>Out of State</b>                      |   |             |             |             |             |             |             |             |             |             |             |
| Aiken                                    | a | \$ 8,906    | \$ 8,518    | \$ 7,942    | \$ 7,300    | \$ 4,124    | \$ 5,060    | \$ 3,740    | \$ 3,270    | \$ 3,325    |             |
| Central Carolina                         | a | \$ 5,156    | \$ 4,800    | \$ 5,118    | \$ 5,188    | \$ 4,604    | \$ 3,844    | \$ 3,344    | \$ 2,892    | \$ 2,892    |             |
| Denmark                                  | a | \$ 4,366    | \$ 4,466    | \$ 4,466    | \$ 4,036    | \$ 4,144    | \$ 3,400    | \$ 2,160    | \$ 2,160    | \$ 2,160    |             |
| Florence-Darlington                      | a | \$ 5,286    | \$ 5,122    | \$ 5,082    | \$ 5,072    | \$ 4,208    | \$ 3,720    | \$ 3,500    | \$ 3,070    | \$ 1,535    |             |
| Greenville                               | a | \$ 6,490    | \$ 6,110    | \$ 5,900    | \$ 5,550    | \$ 4,542    | \$ 3,800    | \$ 3,500    | \$ 3,250    | \$ 3,100    |             |
| Horry-Georgetown                         | a | \$ 4,408    | \$ 4,408    | \$ 4,288    | \$ 4,248    | \$ 4,248    | \$ 3,788    | \$ 2,655    | \$ 2,897    | \$ 2,843    |             |
| Midlands                                 | a | \$ 9,100    | \$ 8,812    | \$ 8,524    | \$ 8,308    | \$ 6,436    | \$ 5,200    | \$ 3,988    | \$ 3,700    | \$ 3,506    |             |
| Northeastern TC                          | a | \$ 5,118    | \$ 4,110    | \$ 3,936    | \$ 3,936    | \$ 3,700    | \$ 3,365    | \$ 3,386    | \$ 3,300    | \$ 3,144    |             |
| Orangeburg-Calhoun                       | a | \$ 4,464    | \$ 4,464    | \$ 4,464    | \$ 4,464    | \$ 3,940    | \$ 3,624    | \$ 3,408    | \$ 3,336    | \$ 3,336    |             |
| Piedmont                                 | a | \$ 4,564    | \$ 4,468    | \$ 4,372    | \$ 4,252    | \$ 3,748    | \$ 3,210    | \$ 2,200    | \$ 1,962    | \$ 1,962    |             |
| Spartanburg                              | a | \$ 5,988    | \$ 5,490    | \$ 5,370    | \$ 5,200    | \$ 4,332    | \$ 3,940    | \$ 3,600    | \$ 3,240    | \$ 3,240    |             |
| TC of the Lowcountry                     | a | \$ 5,932    | \$ 5,932    | \$ 3,860    | \$ 3,860    | \$ 3,860    | \$ 3,710    | \$ 3,710    | \$ 3,710    | \$ 1,500    |             |
| Tri County                               | a | \$ 6,348    | \$ 6,084    | \$ 5,916    | \$ 5,820    | \$ 5,510    | \$ 5,480    | \$ 3,864    | \$ 3,512    | \$ 3,512    |             |
| Trident                                  | a | \$ 5,898    | \$ 5,586    | \$ 5,274    | \$ 4,976    | \$ 4,492    | \$ 2,880    | \$ 3,672    | \$ 3,310    | \$ 3,310    |             |
| Williamsburg                             | a | \$ 5,292    | \$ 4,990    | \$ 4,990    | \$ 4,968    | \$ 3,912    | \$ 2,880    | \$ 2,480    | \$ 2,640    | \$ 3,630    |             |
| York                                     | a | \$ 7,000    | \$ 6,664    | \$ 6,336    | \$ 6,016    | \$ 5,204    | \$ 5,100    | \$ 5,016    | \$ 3,072    | \$ 3,094    |             |
| <b>Two-Year Regional Campuses of USC</b> |   |             |             |             |             |             |             |             |             |             |             |
| <b>Out of State</b>                      |   |             |             |             |             |             |             |             |             |             |             |
| USC-Lancaster                            | a | \$ 11,228   | \$ 10,384   | \$ 9,720    | \$ 8,754    | \$ 7,328    | \$ 5,730    | \$ 5,452    | \$ 5,198    | \$ 4,950    |             |
| USC-Salkehatchie                         | a | \$ 11,228   | \$ 10,384   | \$ 9,720    | \$ 8,754    | \$ 7,328    | \$ 5,730    | \$ 5,452    | \$ 5,198    | \$ 4,950    |             |
| USC-Sumter                               | a | \$ 11,228   | \$ 10,384   | \$ 9,720    | \$ 8,754    | \$ 7,328    | \$ 5,730    | \$ 5,452    | \$ 5,198    | \$ 4,950    |             |
| USC-Union                                | a | \$ 11,228   | \$ 10,384   | \$ 9,720    | \$ 8,754    | \$ 7,328    | \$ 5,730    | \$ 5,452    | \$ 5,198    | \$ 4,950    |             |

Source: South Carolina Commission on Higher Education

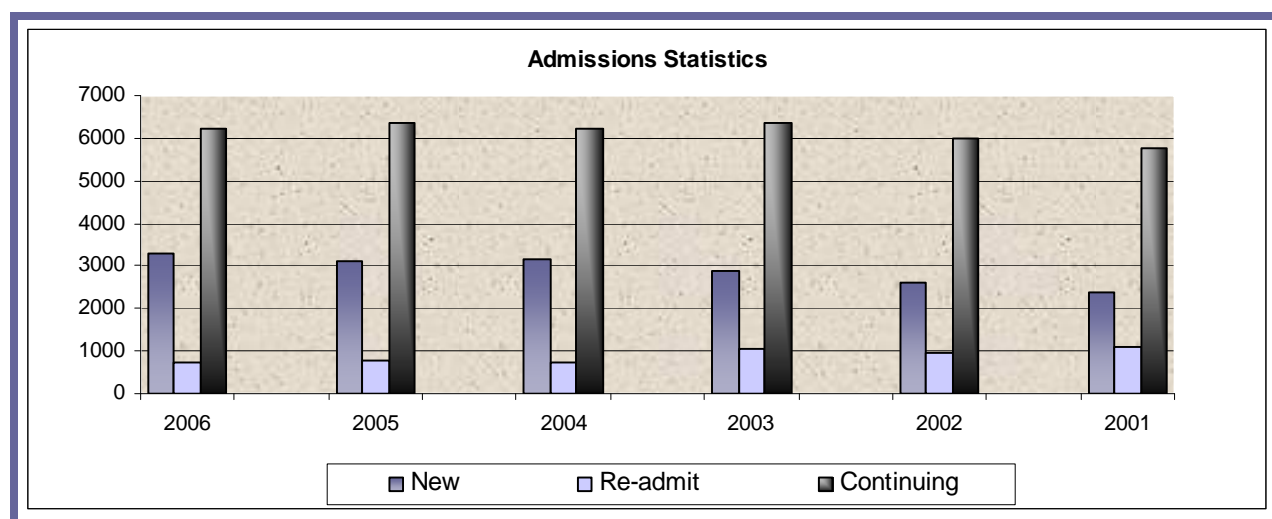
a Data not available



# MIDLANDS TECHNICAL COLLEGE

## ADMISSIONS, ENROLLMENT AND DEGREE STATISTICS Last Ten Academic Years

|                                | Academic Year Beginning in Fall |               |               |               |              |              |      |      |      |      |
|--------------------------------|---------------------------------|---------------|---------------|---------------|--------------|--------------|------|------|------|------|
|                                | 2006                            | 2005          | 2004          | 2003          | 2002         | 2001         | 2000 | 1999 | 1998 | 1997 |
| <b>Degree Seeking Students</b> |                                 |               |               |               |              |              |      |      |      |      |
| <b>Admissions – Freshman</b>   |                                 |               |               |               |              |              |      |      |      |      |
| New                            | 3,281                           | 3,126         | 3,154         | 2,885         | 2,624        | 2,397        | a    | a    | a    | a    |
| Re-admit                       | 721                             | 773           | 752           | 1,038         | 959          | 1,077        | a    | a    | a    | a    |
| Continuing                     | <u>6,221</u>                    | <u>6,344</u>  | <u>6,238</u>  | <u>6,358</u>  | <u>6,014</u> | <u>5,758</u> | a    | a    | a    | a    |
| Total                          | <u>10,223</u>                   | <u>10,243</u> | <u>10,144</u> | <u>10,281</u> | <u>9,597</u> | <u>9,232</u> | a    | a    | a    | a    |



**Notes:**

*Midlands Technical College has an open enrollment policy.*

*All figures are unduplicated unless otherwise stated.*

*a Admissions data for 1997-2000 is not available due to system conversion.*

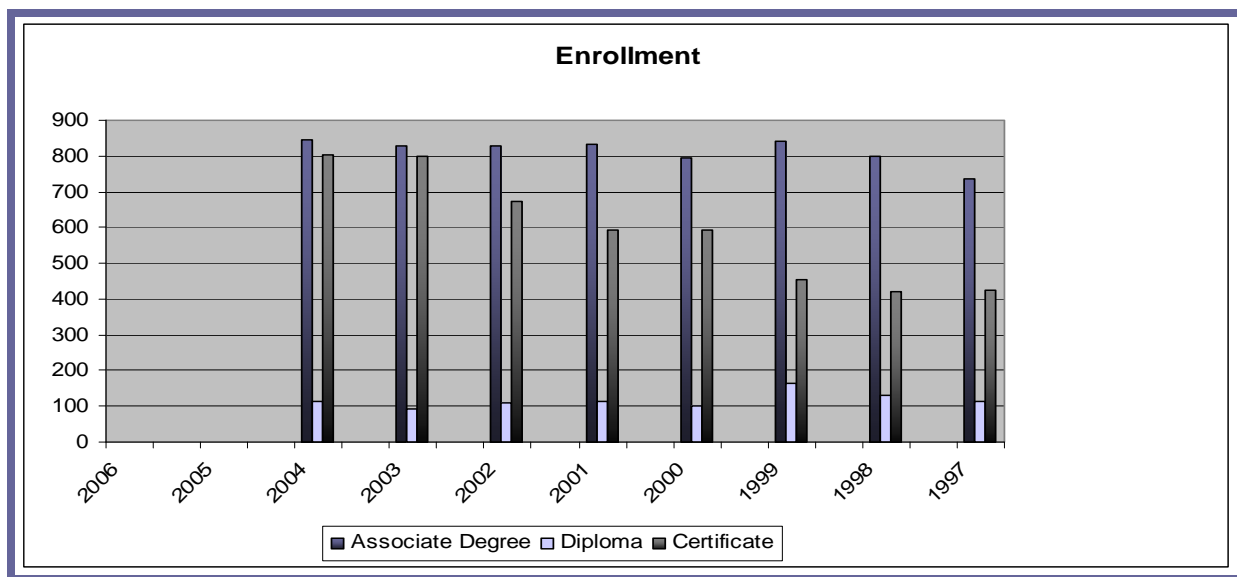
## MIDLANDS TECHNICAL COLLEGE

### ADMISSIONS, ENROLLMENT AND DEGREE STATISTICS

#### Last Ten Academic Years

(continued)

|                                                                     | <u>Academic Year Beginning in Fall</u> |             |             |             |             |             |             |             |             |             |
|---------------------------------------------------------------------|----------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|                                                                     | <u>2006</u>                            | <u>2005</u> | <u>2004</u> | <u>2003</u> | <u>2002</u> | <u>2001</u> | <u>2000</u> | <u>1999</u> | <u>1998</u> | <u>1997</u> |
| <b>Enrollment (Credit Programs Only)</b>                            |                                        |             |             |             |             |             |             |             |             |             |
| Undergraduate FTE                                                   | 7,822                                  | 7,770       | 7,807       | 7,710       | 7,544       | 7,165       | 6,832       | 6,837       | 6,953       | 6,652       |
| Undergraduate headcount                                             | 15,426                                 | 15,551      | 15,460      | 15,317      | 15,002      | 14,578      | 13,998      | 14,145      | 14,434      | 13,800      |
| Percentage of men                                                   | 37%                                    | 37%         | 37%         | 38%         | 39%         | 40%         | 41%         | 41%         | 41%         | 40%         |
| Percentage of women                                                 | 63%                                    | 63%         | 63%         | 62%         | 61%         | 60%         | 59%         | 59%         | 59%         | 60%         |
| Percentage of African-American                                      | 37%                                    | 37%         | 37%         | 37%         | 36%         | 34%         | 32%         | 33%         | 33%         | 33%         |
| Percentage of Hispanic                                              | 2%                                     | 2%          | 2%          | 2%          | 2%          | 2%          | 2%          | 2%          | 2%          | 2%          |
| Percentage of white                                                 | 55%                                    | 55%         | 54%         | 55%         | 53%         | 53%         | 53%         | 58%         | 59%         | 59%         |
| Percentage of other                                                 | 6%                                     | 6%          | 7%          | 7%          | 9%          | 11%         | 13%         | 7%          | 7%          | 7%          |
| <b><u>(Based on IPEDS terms beginning Summer, Fall, Spring)</u></b> |                                        |             |             |             |             |             |             |             |             |             |
| Degrees Granted                                                     |                                        |             |             |             |             |             |             |             |             |             |
| Associate Degree                                                    | 824                                    | 872         | 844         | 828         | 827         | 831         | 796         | 841         | 800         | 735         |
| Diploma                                                             | 80                                     | 93          | 113         | 93          | 110         | 115         | 101         | 166         | 131         | 112         |
| Certificate                                                         | 679                                    | 732         | 805         | 799         | 675         | 594         | 594         | 456         | 421         | 426         |
| Total Awarded                                                       | 1,583                                  | 1,697       | 1,762       | 1,720       | 1,612       | 1,540       | 1,491       | 1,463       | 1,352       | 1,273       |



*Notes:*

*Midlands Technical College has an open enrollment policy.*

*All figures are unduplicated unless otherwise stated.*

Schedule 8

**MIDLANDS TECHNICAL COLLEGE**

**CREDIT STUDENT ENROLLMENT PERCENTAGES BY COUNTY**  
**Last Ten Fall Terms**

**Historic County of Residence**

|           | <u><b>2006</b></u> | <u><b>2005</b></u> | <u><b>2004</b></u> | <u><b>2003</b></u> | <u><b>2002</b></u> | <u><b>2001</b></u> | <u><b>2000</b></u> | <u><b>1999</b></u> | <u><b>1998</b></u> | <u><b>1997</b></u> |
|-----------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Richland  | 48%                | 48%                | 47%                | 47%                | 47%                | 46%                | 49%                | 50%                | 50%                | 51%                |
| Lexington | 35%                | 35%                | 35%                | 35%                | 35%                | 34%                | 33%                | 33%                | 34%                | 34%                |
| Fairfield | 2%                 | 2%                 | 2%                 | 2%                 | 2%                 | 2%                 | 2%                 | 2%                 | 2%                 | 2%                 |
| Other     | <u>15%</u>         | <u>15%</u>         | <u>16%</u>         | <u>16%</u>         | <u>16%</u>         | <u>18%</u>         | <u>16%</u>         | <u>15%</u>         | <u>14%</u>         | <u>13%</u>         |
| Total     | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        |

**Historic Campus of Attendance\***

|          | <u><b>2006</b></u> | <u><b>2005</b></u> | <u><b>2004</b></u> | <u><b>2003</b></u> | <u><b>2002</b></u> | <u><b>2001</b></u> | <u><b>2000</b></u> | <u><b>1999</b></u> | <u><b>1998</b></u> | <u><b>1997</b></u> |
|----------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Airport  | 51%                | 52%                | 52%                | 50%                | 50%                | 48%                | 48%                | 48%                | 48%                | 50%                |
| Beltline | 39%                | 39%                | 40%                | 42%                | 43%                | 47%                | 48%                | 48%                | 47%                | 47%                |
| Other    | <u>10%</u>         | <u>9%</u>          | <u>8%</u>          | <u>8%</u>          | <u>7%</u>          | <u>5%</u>          | <u>4%</u>          | <u>4%</u>          | <u>5%</u>          | <u>3%</u>          |
| Total    | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        | <u>100%</u>        |

**Historic Average Age**

|             | <u><b>2006</b></u> | <u><b>2005</b></u> | <u><b>2004</b></u> | <u><b>2003</b></u> | <u><b>2002</b></u> | <u><b>2001</b></u> | <u><b>2000</b></u> | <u><b>1999</b></u> | <u><b>1998</b></u> | <u><b>1997</b></u> |
|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Average Age | <u>26</u>          | <u>26</u>          | <u>26</u>          | <u>26</u>          | <u>26</u>          | <u>26</u>          | <u>26</u>          | <u>26</u>          | <u>27</u>          | <u>27</u>          |

\* NOTE: Does not include Harbison Campus, which offers continuing education courses only.

## MIDLANDS TECHNICAL COLLEGE

## SCHEDULE OF RATIOS OF OUTSTANDING DEBT

Last Ten Fiscal Years

(dollars in thousands, except for per student)

|                                 | For the Year Ended June 30, |                 |                 |                 |                 |
|---------------------------------|-----------------------------|-----------------|-----------------|-----------------|-----------------|
|                                 | 2007                        | 2006            | 2005            | 2004            | 2003            |
| General obligation bonds        | \$ 17,910                   | \$ 8,330        | \$ 8,725        | \$ 9,105        | \$ 9,460        |
| <b>Total outstanding debt</b>   | <u>\$ 17,910</u>            | <u>\$ 8,330</u> | <u>\$ 8,725</u> | <u>\$ 9,105</u> | <u>\$ 9,460</u> |
| Full-time equivalent students   |                             |                 |                 |                 |                 |
| Credit                          | 7,822                       | 7,741           | 7,539           | 7,786           | 6,957           |
| Continuing Education            | 628                         | 626             | 658             | 679             | 712             |
| <b>Total enrollment</b>         | <u>8,430</u>                | <u>8,367</u>    | <u>8,197</u>    | <u>8,465</u>    | <u>7,669</u>    |
| <b>Outstanding debt per FTE</b> | \$ 2,125                    | \$ 996          | \$ 1,064        | \$ 1,076        | \$ 1,234        |

*Note: Other debt on the Statement of Net Assets includes Notes Payable which is not material to this presentation.  
Continuing Education contact hours converted to full-time equivalent enrollment.*

*Source: Midlands Technical College Comprehensive Annual Financial Reports  
Formula Computation Allocation Worksheet provided by the System Office for years presented.*

## MIDLANDS TECHNICAL COLLEGE

## SCHEDULE OF RATIOS OF OUTSTANDING DEBT

## Last Ten Fiscal Years

*(dollars in thousands, except for per student)*

(continued)

|                                 | For the Year Ended June 30, |                 |                 |                 |                 |
|---------------------------------|-----------------------------|-----------------|-----------------|-----------------|-----------------|
|                                 | <u>2002</u>                 | <u>2001</u>     | <u>2000</u>     | <u>1999</u>     | <u>1998</u>     |
| General obligation bonds        | \$ 7,985                    | \$ 8,360        | \$ 8,720        | \$ 9,050        | \$ 9,350        |
| <b>Total outstanding debt</b>   | <u>\$ 7,985</u>             | <u>\$ 8,360</u> | <u>\$ 8,720</u> | <u>\$ 9,050</u> | <u>\$ 9,350</u> |
| Full-time equivalent students   |                             |                 |                 |                 |                 |
| Credit                          | 6,388                       | 6,118           | 6,844           | 6,953           | 6,652           |
| Continuing Education            | <u>744</u>                  | <u>772</u>      | <u>837</u>      | <u>826</u>      | <u>815</u>      |
| <b>Total enrollment</b>         | <u>7,132</u>                | <u>6,890</u>    | <u>7,681</u>    | <u>7,779</u>    | <u>7,467</u>    |
| <b>Outstanding debt per FTE</b> | \$ 1,120                    | \$ 1,213        | \$ 1,135        | \$ 1,163        | \$ 1,252        |

## MIDLANDS TECHNICAL COLLEGE

SCHEDULE OF BOND COVERAGE  
Last Ten Fiscal Years

## General Obligation Bonds

| <u>Fiscal Year<br/>Ended June 30,</u> | <u>Budgeted<br/>Capital Fees</u> | <u>Debt Service Requirement</u>                             |                  |                 |              | <u>Coverage<br/>Ratio</u> |
|---------------------------------------|----------------------------------|-------------------------------------------------------------|------------------|-----------------|--------------|---------------------------|
|                                       |                                  | <u>Total Revenue<br/>Available<br/>for Debt<br/>Service</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |                           |
| 2007                                  | \$ 1,800,000                     | \$ 1,800,000                                                | \$ 420,000       | \$ 355,818      | \$ 775,818   | 2.32                      |
| 2006                                  | 1,800,000                        | 1,800,000                                                   | 395,000          | 370,968         | 765,968      | 2.35                      |
| 2005                                  | 1,493,820                        | 1,493,820                                                   | 380,000          | 385,393         | 765,393      | 1.95                      |
| 2004                                  | 1,132,000                        | 1,132,000                                                   | 355,000          | 402,703         | 757,703      | 1.49                      |
| 2003                                  | 1,132,000                        | 1,132,000                                                   | 215,000          | 5,590           | 220,590      | 5.13                      |
| 2002                                  | 1,132,000                        | 1,132,000                                                   | 375,000          | 440,211         | 815,211      | 1.39                      |
| 2001                                  | 1,281,033                        | 1,281,033                                                   | 360,000          | 460,688         | 820,688      | 1.56                      |
| 2000                                  | 1,738,500                        | 1,738,500                                                   | 330,000          | 479,737         | 809,737      | 2.15                      |
| 1999                                  | 1,236,968                        | 1,236,968                                                   | 300,000          | 498,063         | 798,063      | 1.55                      |
| 1998                                  | 1,781,990                        | 1,781,990                                                   | 165,000          | 254,088         | 419,088      | 4.25                      |

Source: Midlands Technical College Finance Office

## MIDLANDS TECHNICAL COLLEGE

SCHEDULE OF DEMOGRAPHIC AND ECONOMIC STATISTICS  
Last Ten Calendar Years

|      | Population in College's Service Area <sup>a</sup> |                  |                  | Per Capita Personal Income |                  |                  | Unemployment Rate            |                               |                               |                                    |
|------|---------------------------------------------------|------------------|------------------|----------------------------|------------------|------------------|------------------------------|-------------------------------|-------------------------------|------------------------------------|
|      | <u>Richland</u>                                   | <u>Lexington</u> | <u>Fairfield</u> | <u>Richland</u>            | <u>Lexington</u> | <u>Fairfield</u> | <u>Richland</u> <sup>d</sup> | <u>Lexington</u> <sup>d</sup> | <u>Fairfield</u> <sup>d</sup> | <u>South Carolina</u> <sup>e</sup> |
| 2006 | 348,226                                           | 240,160          | 23,810           | \$ b                       | \$ b             | \$ b             | 5.80%                        | 4.70%                         | 8.80%                         | 6.50%                              |
| 2005 | 340,078                                           | 235,272          | 24,047           | 31,518                     | 31,575           | 23,926           | 5.90%                        | 4.90%                         | 7.80%                         | 6.70%                              |
| 2004 | 335,597                                           | 230,861          | 24,144           | 30,190                     | 31,282           | 22,524           | 6.00%                        | 4.90%                         | 8.00%                         | 6.90% <sup>f</sup>                 |
| 2003 | 331,858                                           | 226,984          | 23,827           | 28,628                     | 29,633           | 21,414           | 5.60%                        | 4.50%                         | 10.60%                        | 6.80%                              |
| 2002 | 327,830                                           | 222,723          | 23,884           | 28,166                     | 29,034           | 21,024           | 4.80%                        | 4.00%                         | 8.60%                         | 5.40%                              |
| 2001 | 323,883                                           | 220,037          | 23,688           | 27,784                     | 28,641           | 20,689           | 4.30%                        | 3.70%                         | 8.70%                         | 5.40%                              |
| 2000 | 321,403                                           | 216,891          | 23,547           | 27,110                     | 28,901           | 20,045           | 3.10%                        | 2.60%                         | 4.80%                         | 3.90%                              |
| 1999 | 307,279                                           | 208,972          | 22,573           | 25,577                     | 27,286           | 19,379           | 2.50%                        | 1.80%                         | 5.10%                         | 4.50%                              |
| 1998 | 304,891                                           | 205,044          | 22,415           | 25,477                     | 24,973           | 18,307           | 2.10%                        | 1.70%                         | 7.80%                         | 4.50%                              |
| 1997 | 301,629                                           | 200,468          | 22,338           | 23,664                     | 23,602           | 17,403           | 3.00%                        | 2.20%                         | 7.60%                         | 4.50%                              |

## Sources:

<sup>a</sup> Office of Research and Statistics, South Carolina State Budget and Control Board Annual Population Estimates for Counties of South Carolina

<sup>b</sup> Data not available

<sup>c</sup> Bureau of Economic Analysis

<sup>d</sup> US Department of Labor Bureau of Labor Statistics County Data

<sup>e</sup> US Census Bureau Statistical Abstract of the United States

<sup>f</sup> Labor Market Info Online – Labor Force not seasonally adjusted data

Note: Data not available for 2007.

## MIDLANDS TECHNICAL COLLEGE

PRINCIPAL EMPLOYERS BY COUNTY  
June 30, 2007

| County                                     |                                    |                                    |
|--------------------------------------------|------------------------------------|------------------------------------|
| Richland                                   | Lexington                          | Fairfield                          |
| City of Columbia                           | Columbia Farms, Inc.               | Ben Arnold-Sunbelt Beverage        |
| Department of Defense                      | Lexington County                   | Fairfield County                   |
| Kilgore Group, Inc.                        | Lexington County Health Services   | Fairfield Memorial Hospital        |
| Palmetto GBA, LLC                          | Lexington County School District 1 | Fairfield Middle School            |
| Palmetto Health Alliance, Inc.             | Lexington County School District 2 | Lang Mekra North America, LLC      |
| Richland County School District 1          | Lexington County School District 5 | Perry Ellis Menswear, LLC          |
| Richland County School District 2          | Michelin Tire Corporation          | Plastech Exterior Systems, Inc.    |
| South Carolina Department of Corrections   | U.S. Food Service                  | South Carolina Electric & Gas      |
| South Carolina Department of Mental Health | United Parcel Service              | Southern Medical of Ridgeway, Inc. |
| University of South Carolina               | Wal-Mart Associates, Inc.          | Wal-Mart Associates, Inc.          |

*Note: Due to confidentiality issues, the number of employees for each company is not available. The employers are listed alphabetically and not in order of size.*

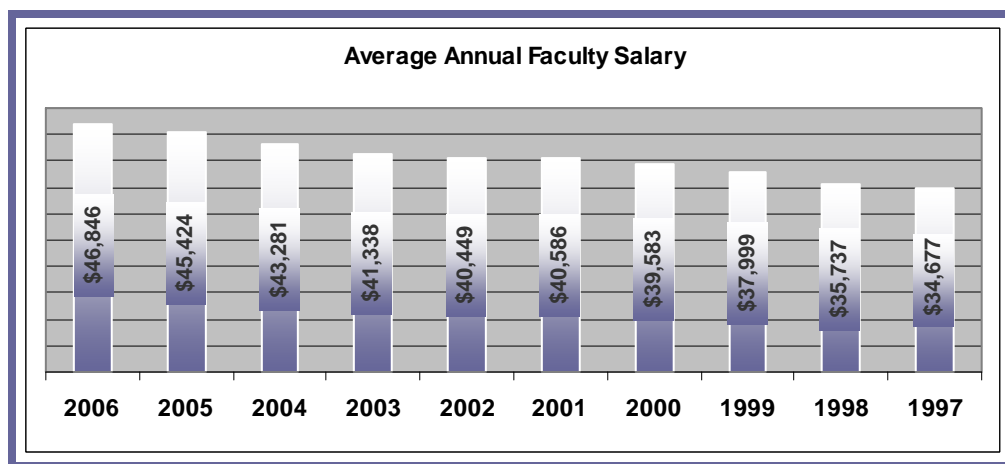
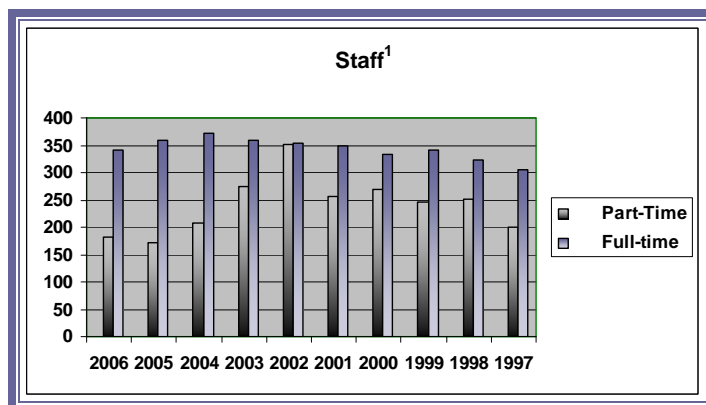
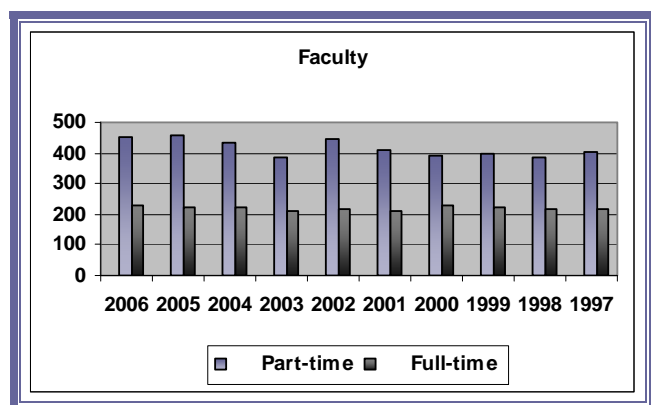
*Source: South Carolina Employment Security Commission*



# MIDLANDS TECHNICAL COLLEGE

## FACULTY AND STAFF STATISTICS Last Ten Fiscal Years

|                               | Fiscal Year |           |           |           |           |           |           |           |           |           |
|-------------------------------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
|                               | 2006        | 2005      | 2004      | 2003      | 2002      | 2001      | 2000      | 1999      | 1998      | 1997      |
| Faculty                       |             |           |           |           |           |           |           |           |           |           |
| Part-time                     | 450         | 458       | 435       | 387       | 444       | 408       | 394       | 400       | 383       | 403       |
| Full-time                     | 230         | 223       | 221       | 212       | 214       | 213       | 228       | 223       | 218       | 219       |
| Staff <sup>1</sup>            |             |           |           |           |           |           |           |           |           |           |
| Part-time                     | 183         | 173       | 208       | 275       | 352       | 256       | 268       | 246       | 251       | 201       |
| Full-time                     | 340         | 358       | 372       | 360       | 355       | 350       | 333       | 340       | 323       | 304       |
| Total Employees               | 1203        | 1212      | 1236      | 1234      | 1365      | 1227      | 1223      | 1209      | 1175      | 1127      |
| Part-time                     | 633         | 631       | 643       | 662       | 796       | 664       | 662       | 646       | 634       | 604       |
| Full-time                     | 570         | 581       | 593       | 572       | 569       | 563       | 561       | 563       | 541       | 523       |
| Average Annual Faculty Salary | \$ 46,846   | \$ 45,424 | \$ 43,281 | \$ 41,338 | \$ 40,449 | \$ 40,586 | \$ 39,583 | \$ 37,999 | \$ 35,737 | \$ 34,677 |



Source: Integrated Postsecondary Education Data System (IPEDS) data for years indicated

Notes: <sup>1</sup>Includes administrators

Data not available for 2007.

**Schedule 14**

**MIDLANDS TECHNICAL COLLEGE**

**SCHEDULE OF CAPITAL ASSET INFORMATION BY FUNCTION**  
**Last Five Fiscal Years**

|                                  | <u>2006<sup>2</sup></u> | <u>2005</u> | <u>2004</u> | <u>2003<sup>1</sup></u> | <u>2002</u> |
|----------------------------------|-------------------------|-------------|-------------|-------------------------|-------------|
| Instruction                      |                         |             |             |                         |             |
| Assignable Square Feet           | 331,243                 | 331,243     | 331,879     | 331,879                 | 331,879     |
| Percent Use                      | 55.60%                  | 55.60%      | 55.70%      | 55.60%                  | 55.60%      |
| Public Service                   |                         |             |             |                         |             |
| Assignable Square Feet           | 575                     | 575         | 575         | 575                     | 575         |
| Percent Use                      | 0.10%                   | 0.10%       | 0.10%       | 0.10%                   | 0.10%       |
| Academic Support                 |                         |             |             |                         |             |
| Assignable Square Feet           | 28,209                  | 28,209      | 28,209      | 28,209                  | 28,209      |
| Percent Use                      | 4.73%                   | 4.73%       | 4.73%       | 4.73%                   | 4.73%       |
| Student Services                 |                         |             |             |                         |             |
| Assignable Square Feet           | 41,159                  | 41,159      | 41,159      | 41,159                  | 41,159      |
| Percent Use                      | 6.90%                   | 6.90%       | 6.90%       | 6.90%                   | 6.90%       |
| Institutional Support            |                         |             |             |                         |             |
| Assignable Square Feet           | 47,507                  | 47,507      | 47,507      | 47,507                  | 47,507      |
| Percent Use                      | 7.97%                   | 7.97%       | 7.97%       | 7.97%                   | 7.97%       |
| Plant Operations and Maintenance |                         |             |             |                         |             |
| Assignable Square Feet           | 112,839                 | 112,839     | 112,405     | 112,405                 | 112,405     |
| Percent Use                      | 18.92%                  | 18.92%      | 18.85%      | 18.85%                  | 18.85%      |
| Auxiliary Enterprises            |                         |             |             |                         |             |
| Assignable Square Feet           | 34,712                  | 34,712      | 34,712      | 34,712                  | 34,712      |
| Percent Use                      | 5.82%                   | 5.82%       | 5.82%       | 5.82%                   | 5.82%       |
| Parking Facilities               |                         |             |             |                         |             |
| Parking Spaces Available         | 4,271                   | 4,271       | 4,271       | 4,271                   | 4,271       |
| Number of Employees              | 1,203                   | 1,212       | 1,236       | 1,234                   | 1,365       |
| Number of students <sup>3</sup>  | 3,068                   | 3,059       | 3,035       | 3,037                   | 2,906       |

<sup>1</sup> Northeast Campus made available for use

<sup>2</sup> Latest available data – excludes parking garage

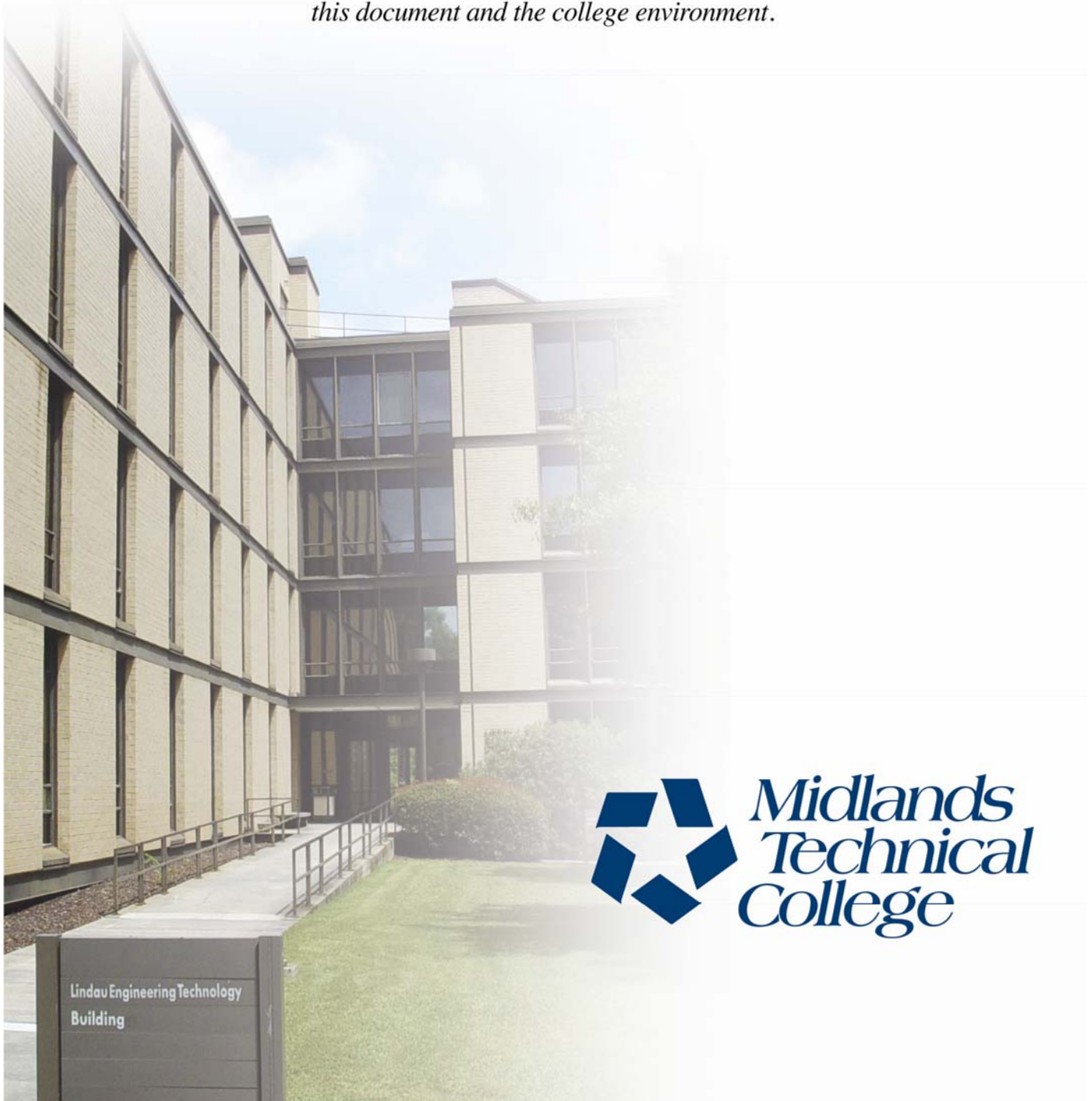
<sup>3</sup> Students park in spaces not designated

Source: South Carolina Commission on Higher Education

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# OTHER DATA

*This section provides a glossary and other items that may be useful in understanding this document and the college environment.*



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# GLOSSARY

|                                             |                                                                                                                                                                                                                                                  |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>30-Day Operating Reserve</b>             | A System policy that requires 30 days of unrestricted fund equity in the event the College were to cease operations. The amount considers only essential items such as salaries, benefits and contractual services based on the upcoming budget. |
| <b>ADA</b>                                  | Americans With Disabilities Act                                                                                                                                                                                                                  |
| <b>ADV</b>                                  | The Advancement Division of the College                                                                                                                                                                                                          |
| <b>Appropriations</b>                       | Based on the adopted budget, an authorization from the appropriating agency to make expenditures and incur obligations for specific purposes. The appropriation is limited to a single fiscal year.                                              |
| <b>Approved Budget</b>                      | The budget that has been approved by the College Commission and sent to the Board of Education for adoption.                                                                                                                                     |
| <b>BA</b>                                   | The Business Affairs Division of the College                                                                                                                                                                                                     |
| <b>Budget</b>                               | A written report showing a comprehensive financial plan for one fiscal year.                                                                                                                                                                     |
| <b>Budget Call</b>                          | The initial request for budget data                                                                                                                                                                                                              |
| <b>Budget Officer</b>                       | Person who is responsible for preparing and monitoring the budget.                                                                                                                                                                               |
| <b>Capital Fees</b>                         | A fee included in the tuition rate that is earmarked for capital purposes.                                                                                                                                                                       |
| <b>Capital Improvement Bonds</b>            | General obligation bonds of the State of South Carolina, issued on behalf of the College for capital improvement projects                                                                                                                        |
| <b>Capital Reserve</b>                      | Fund equity set aside for future capital purposes                                                                                                                                                                                                |
| <b>CE</b>                                   | The Continuing Education Division of the College                                                                                                                                                                                                 |
| <b>Commission on Higher Education (CHE)</b> | The division of the state under which higher education is administered.                                                                                                                                                                          |
| <b>Contingency</b>                          | A budget account to provide for unanticipated occurrences, or funds to be held for future distribution.                                                                                                                                          |
| <b>Cost Centers</b>                         | Budgetary units of the College                                                                                                                                                                                                                   |
| <b>Critical Success Factors (CSF)</b>       | Institutional Effectiveness Factors that address student learning and other key performance areas of the College                                                                                                                                 |
| <b>Current Ratio</b>                        | The ratio of current assets to current liabilities                                                                                                                                                                                               |
| <b>ECA</b>                                  | Enterprise Campus Authority. A blended component unit of Midlands Technical College.                                                                                                                                                             |
| <b>EDU</b>                                  | The Educational Division of the College                                                                                                                                                                                                          |
| <b>Fiscal Year</b>                          | The twelve-month financial period used by the College, which begins July 1 and ends June 30                                                                                                                                                      |

|                                                       |                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Full-Time Equivalent (FTE)</b>                     | The equivalent of a full-time employee or student (Student FTE enrollment is calculated by dividing the number of credit hours by 15).                                                                                                                            |
| <b>Fund</b>                                           | A division in the budget segregating independent fiscal and accounting requirements                                                                                                                                                                               |
| <b>Fund Balance</b>                                   | The excess of a fund's revenues over expenditures                                                                                                                                                                                                                 |
| <b>General Obligation Bonds</b>                       | A municipal bond backed by the full faith, credit and taxing power of the State                                                                                                                                                                                   |
| <b>Government Finance Officers Association (FGOA)</b> | The professional association of state/provincial and local finance officers in the United States and Canada.                                                                                                                                                      |
| <b>Half Mil Projects</b>                              | Four construction projects included in the College's 5-year Facility Plan funded in part by a dedicated half mil from Richland and Lexington Counties                                                                                                             |
| <b>Higher Education Price Index (HEPI)</b>            | `Inflation index designed specifically for higher education. A more accurate economic indicator for colleges and universities than the Consumer Price Index.                                                                                                      |
| <b>Institutional Effectiveness (IE)</b>               | The process of determining the educational quality of higher education institutions by setting goals, measuring success, and making changes.                                                                                                                      |
| <b>IPEDS</b>                                          | Interdisciplinary Postsecondary Education Data System (Federal Reporting System)                                                                                                                                                                                  |
| <b>LIFE</b>                                           | Legislative Incentive for Future Excellence – A state-funded scholarship program for South Carolina residents based on academic performance.                                                                                                                      |
| <b>Major Funds</b>                                    | Funds which represent more than 10 percent of the revenues or expenses of the College                                                                                                                                                                             |
| <b>Mil (millage)</b>                                  | Tax rate applied to property. Each Mill represents \$1 of tax assessment per \$1,000 of assessed property value.                                                                                                                                                  |
| <b>NACUBO</b>                                         | National Association of Colleges and University Business Officers. A national organization that serves colleges, universities and higher education service providers.                                                                                             |
| <b>Net Assets</b>                                     | Total assets minus total liabilities on the Statement of Net Assets or fund equity                                                                                                                                                                                |
| <b>Natural classification</b>                         | Classification of expenses by type                                                                                                                                                                                                                                |
| <b>Operational plan</b>                               | Establishes the work agenda for a given academic year                                                                                                                                                                                                             |
| <b>OPR</b>                                            | Office of Primary Responsibility                                                                                                                                                                                                                                  |
| <b>OSR</b>                                            | Office of Secondary Responsibility                                                                                                                                                                                                                                |
| <b>Performance funding</b>                            | South Carolina legislatively mandated a system for evaluating educational quality and allotting funds to higher education institutions based on their institutional performance. This system is administered by the South Carolina Commission on Higher Education |

|                                         |                                                                                                                                                                                                                                                  |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Priority Initiative</b>              | The methods used by the College to achieve its goals and methods that support the long-range goal                                                                                                                                                |
| <b>Proposed Budget</b>                  | The initial financial and operating plan prepared by the Budget Officer, submitted to the College Commission for approval.                                                                                                                       |
| <b>Report Card</b>                      | MTC's annual internal performance report                                                                                                                                                                                                         |
| <b>Revenue</b>                          | Monies received or anticipated.                                                                                                                                                                                                                  |
| <b>Scholarship Allowances</b>           | GASB #34, as amended by GASB #35, states that revenues should be reported net of discounts and allowances with the discount or allowance amount parenthetically disclosed on the face of the statement or in a note to the financial statements. |
| <b>SDS</b>                              | The Student Development Services Division of the College                                                                                                                                                                                         |
| <b>SNBG</b>                             | State Need Based Grants – A state funded scholarship program to assist South Carolina residents with college expenses on the basis of need                                                                                                       |
| <b>State Allocation</b>                 | The College's portion of state funds for the budget year                                                                                                                                                                                         |
| <b>State Institution Bonds</b>          | General obligation bonds that are serviced by the College from dedicated capital fees that are included in the tuition rate                                                                                                                      |
| <b>State Technical Education System</b> | State agency under which technical colleges in South Carolina are governed (the System Office)                                                                                                                                                   |
| <b>Strategic Plan</b>                   | A long term plan of action that guides the strategic direction of the College                                                                                                                                                                    |
| <b>Student Financial Aid</b>            | Expense category for student loans and grants.                                                                                                                                                                                                   |
| <b>SWOT</b>                             | Strengths, weaknesses, opportunities and threats. A process used in strategic planning at the College                                                                                                                                            |
| <b>Transfers</b>                        | Amounts to be given as a resource or a reduction to another fund in the budget.                                                                                                                                                                  |
| <b>Tuition</b>                          | Revenue generated by assessing students based on approved rates.                                                                                                                                                                                 |



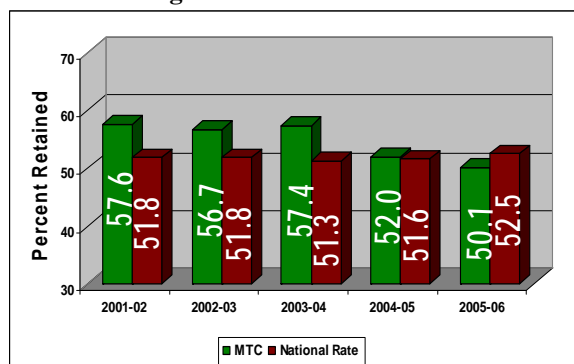
## (Excerpt from the 2006-2007 Mandated State Accountability Report)

### Category 7 – Organizational Performance Results

#### 7.1 What are your performance levels and trends for your key measures on student learning, and improvements in student learning? How do your results compare to those of your competitors and comparable organizations?

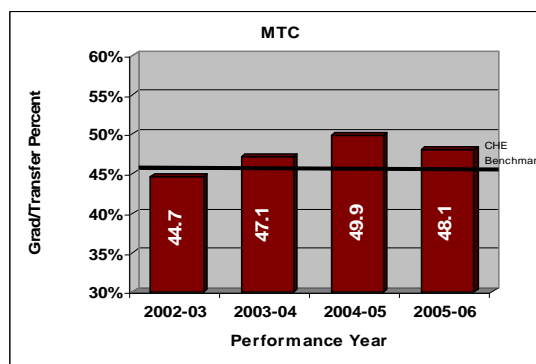
Student retention, graduates, transfer rates and performance on professional examinations provide a comprehensive picture of the college's success in accomplishing its mission to provide "high quality post-secondary education that prepares a diverse student population to enter the job market, transfer to senior colleges and universities, and achieve their professional and personal goals." For four of the past five years, the college's overall retention rate has exceeded the national rate for two-year colleges. The percentage of first-time, full-time students who graduate or transfer, as measured by South Carolina's performance funding evaluation model, exceeded the benchmark. The number of MTC graduates has trended upward for most years analyzed, and national comparisons indicate that MTC exceeds both the median and 75<sup>th</sup> percentile for its peers (7.1-4) based on IPEDS data. Graduates of the college exceed the CHE performance funding benchmark (7.1-5) and either exceeds or are comparable to the South Carolina average pass rates (7.1-7) on professional licensure examinations.

##### 7.1-1 MTC Retention Rate Compared to National Average



Source: American College Testing (ACT)

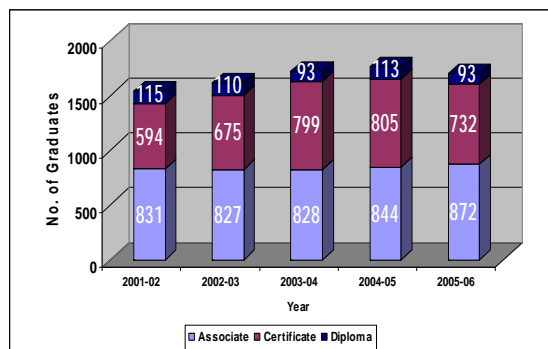
##### 7.1-2 MTC Graduation/Transfer Rate



Source: CHE Performance Funding

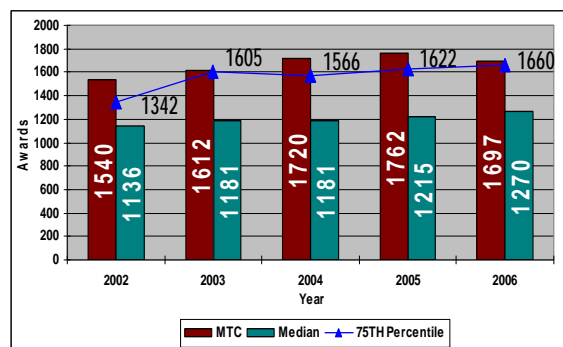


### 7.1-3 MTC Degrees, Diplomas and Certificates



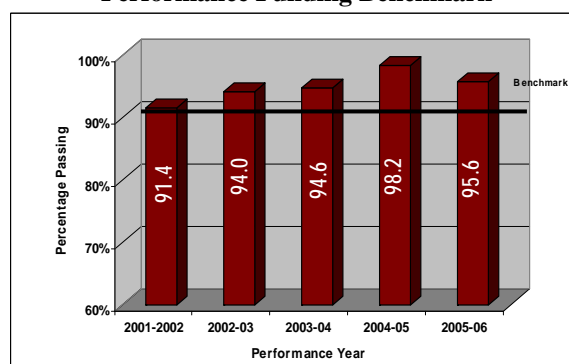
Source: MTC Fact Book

### 7.1-4 MTC Annual Awards Peer Comparison



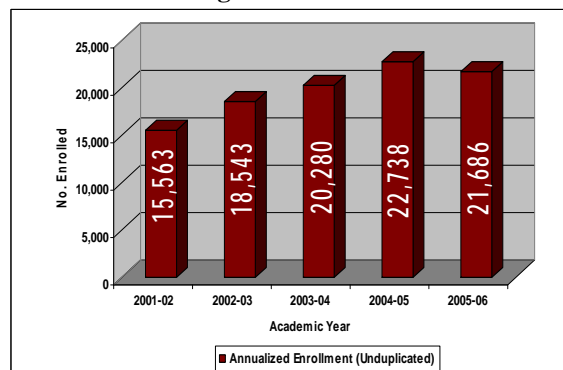
Source: IPEDS Peer Analysis System

### 7.1-5 MTC Licensure Pass Rates Compared to Performance Funding Benchmark



Source: CHE Performance Funding

### 7.1-6 Continuing Education Annualized Enrollment



Source: SBTCE Fact Book

### 7.1-7 MTC and South Carolina Pass Rates on Professional Examinations

|                                                         | 2005-2006 |        | 2004-2005 |        | 2003-2004 |        | 2002-2003 |        |
|---------------------------------------------------------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|
|                                                         | MTC       | SC     | MTC       | SC     | MTC       | SC     | MTC       | SC     |
| National Council Licensure Exam.- Practical Nurse (LPN) | 100.0%    | 96.0%  | 100.0%    | 95.0%  | 98.1%     | 94.0%  | 96.2%     | 99.0%  |
| National Council Licensure Exam.-Registered Nurse (ADN) | 93.8%     | 89.0%  | 97.7%     | 87.0%  | 93.4%     | 90.0%  | 96.1%     | 93.0%  |
| National Board for Dental Hygiene Exam                  | 100.0%    | 95.0%  | 100.0%    | 90.0%  | 95.2%     | 96.0%  | 100.0%    | 95.0%  |
| SRTA Regional Exam for Dental Hygienists                | 95.1%     | 97.0%  | 95.2%     | 96.0%  | 90.0%     | 94.0%  | 96.0%     | 98.0%  |
| Nuclear Medicine Technology, AART                       | 100.0%    | 100.0% | 100.0%    | 100.0% | 100.0%    | 100.0% | 88.0%     | 88.0%  |
| Nuclear Medicine Technology Certification Board Exam.   | 100.0%    | 100.0% | 100.0%    | 100.0% | 100.0%    | 100.0% | 100.0%    | 100.0% |

Source: Examination agencies' reports to CHE

## 7.2 What are your performance levels and trends for your key measures on student and stakeholder satisfaction and dissatisfaction? How do your results compare with competitors and comparable organizations?

Satisfaction ratings for currently enrolled students, MTC alumni and employers are provided in this section. Currently enrolled student satisfaction is measured by results from the *Faces of the Future* national survey. The four highest rated items for surveys conducted in 1999, 2004 and 2006 were as follows: increasing my academic competence, learning skills needed specifically for my current or future job, identifying the training/skills required for career opportunities that fit my interests/abilities, and enriching my intellectual life. Only four responses were below the national average and they are shaded in gray in 7.2-1. Responses to the overall satisfaction question (7.2-2) were slightly lower than the national average in 1999 and 2004 but the gap closed significantly in 2006.

### *Current Student Satisfaction:*

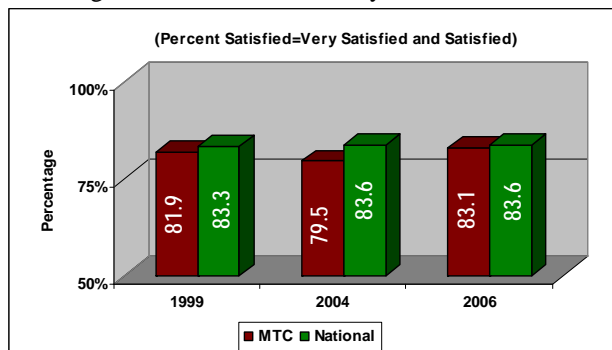
#### **7.2-1 Current Student Satisfaction Comparison – 1999, 2004 and 2006**

“How much have your experiences at this college contributed to your growth in each of the following areas?”

| Question Items                                                                              | Average rating on a 5 point scale<br>(5 = major contribution and 1 = no contribution) |       |      |       |      |       |
|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------|------|-------|------|-------|
|                                                                                             | 1999                                                                                  |       | 2004 |       | 2006 |       |
|                                                                                             | MTC                                                                                   | Nat'l | MTC  | Nat'l | MTC  | Nat'l |
| Identifying the training and skills for career opportunities that fit my interest/abilities | 3.84                                                                                  | 3.52  | 3.78 | 3.59  | 3.96 | 3.60  |
| Enriching my intellectual life                                                              | 3.68                                                                                  | 3.54  | 3.60 | 3.55  | 3.70 | 3.56  |
| Developing self-confidence                                                                  | 3.39                                                                                  | 3.36  | 3.32 | 3.36  | 3.41 | 3.37  |
| Learning to use a computer for my personal tasks                                            | 2.96                                                                                  | 2.88  | 2.76 | 2.60  | 2.48 | 2.60  |
| Learning to use a computer for my work-related tasks                                        | 2.94                                                                                  | 2.78  | 2.71 | 2.54  | 2.58 | 2.55  |
| Learning how to work effectively as a member of a team                                      | 3.10                                                                                  | 2.90  | 2.98 | 2.90  | 2.87 | 2.91  |
| Communication with others in the work setting                                               | 3.12                                                                                  | 2.97  | 2.96 | 2.96  | 2.99 | 2.97  |
| Developing an openness to opinions other than my own                                        | 3.21                                                                                  | 3.10  | 3.12 | 3.11  | 3.15 | 3.12  |
| Learning effective leadership skills                                                        | 3.20                                                                                  | 3.00  | 3.12 | 3.05  | 3.16 | 3.07  |
| Learning skills needed specifically for my current or future job                            | 4.01                                                                                  | 3.74  | 3.81 | 3.76  | 4.07 | 3.77  |
| Increasing my academic competence                                                           | 3.98                                                                                  | 3.86  | 3.87 | 3.88  | 4.09 | 3.88  |

Source: ACT/AACC *Faces of the Future* Survey

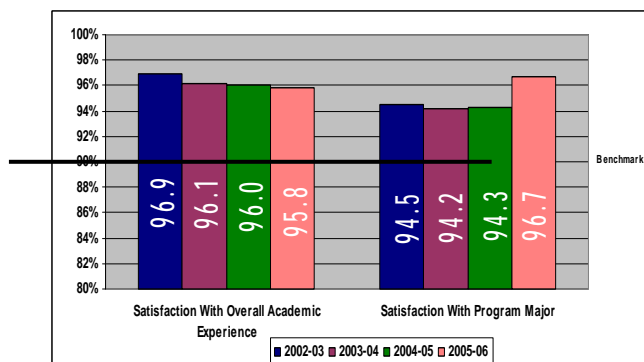
### 7.2-2 Current Student Satisfaction Comparisons for 1999, 2004 and 2006 “In general, how satisfied are you with MTC?”



Source: ACT/AACC Faces of the Future Survey

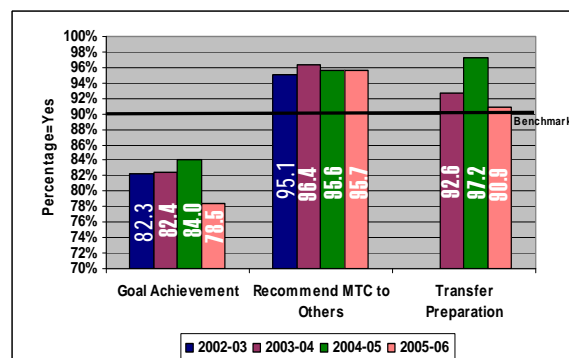
### Alumni Satisfaction:

#### 7.2-3 Alumni Satisfaction – Academic Experience



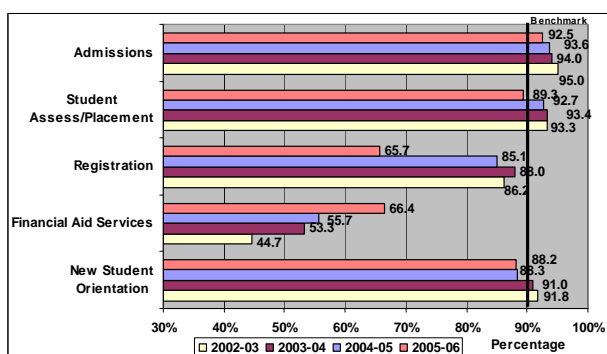
Source: MTC Graduate Follow-up Survey

#### 7.2-4 Alumni Satisfaction – College Experience



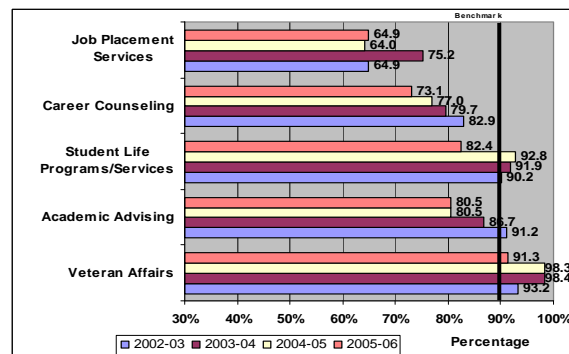
Source: MTC Graduate Follow-up Survey

#### 7.2-5 Alumni Satisfaction – College Services



Source: MTC Graduate Follow-up Survey

#### 7.2-6 Alumni Satisfaction – College Services



Source: MTC Graduate Follow-up Survey

## Employer Satisfaction:

### 7.2-7 Employer Satisfaction



Source: MTC Employer Survey

### 7.2-8 MTC Graduate Placement

(Employed In Related Field Or Continuing Education)

| Year      | # of Grads | # Avail. for Placement | # Placed | % Placed |
|-----------|------------|------------------------|----------|----------|
| 2000-2001 | 1491       | 1742                   | 1125     | 65%      |
| 2001-2002 | 1658       | 1638                   | 1278     | 77%      |
| 2002-2003 | 1612       | 1605                   | 1241     | 77%      |
| 2003-2004 | 1720       | 1703                   | 1252     | 74%      |
| 2004-2005 | 1762       | 1739                   | 1394     | 80%      |
| 2005-2006 | 1697       | 1691                   | 1438     | 85%      |

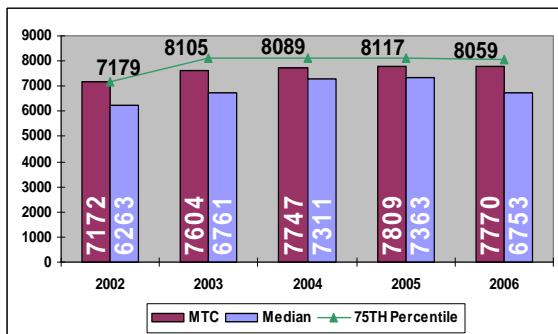
Source: SBTCE Program Evaluation Report

## 7.3 What are your performance levels for your key measures on budgetary and financial performance, including measures of cost containment, as appropriate?

FTE enrollments are used in the budget calculation for student tuition revenue. Tuition revenue generated from college enrollment became the primary source of revenue for college since fiscal year 2003 when direct state revenue was substantially decreased.

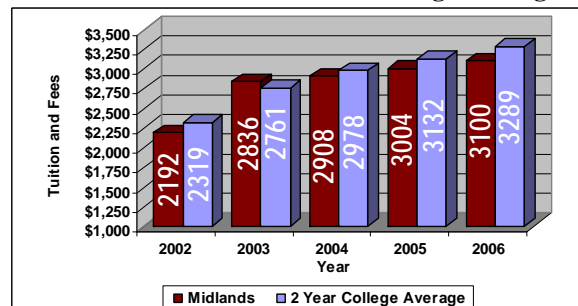
Student FTE has increased by 598 from 2002 to 2006. Approximately 90 percent of the increase occurred between the 2002 through 2004 years, with a leveling off in recent years.

### 7.3-1 Annual Student FTE Peer Comparison



Source: IPEDS Peer Analysis System

### 7.3-2 MTC Tuition and Fees Compared to South Carolina Public 2-Year College Average

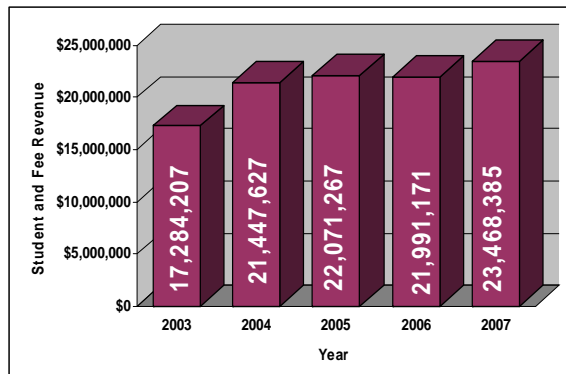


Source: MTC Business Office

While FTE has not increased significantly over the past four years, the rates of tuition revenue have. The college strives to minimize tuition increases to students. However, since the decline in state revenue began in 2003, increases in tuition have been a part of the financial strategies used by the MTC Commission to sustain programs and services for students.

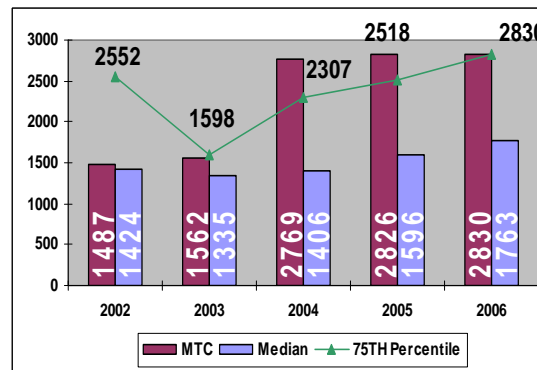
Net student tuition and fee revenue has increased from \$13.6 million in fiscal year 2002 to \$21.9 million in fiscal year 2006, a 61 percent increase over the five year period. Tuition and fee revenue is the largest source of revenue to the college at approximately 27 percent in fiscal year 2006.

### 7.3-3 Student and Fee Revenue



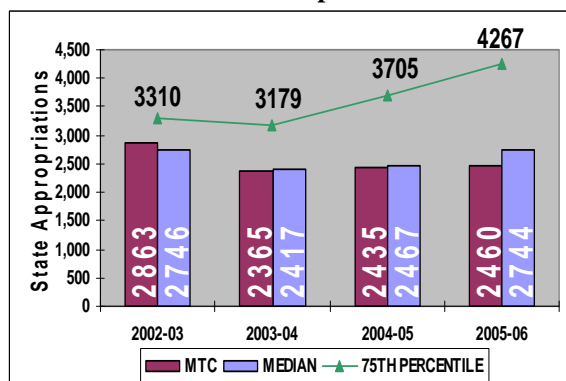
Source: MTC Business Office

### 7.3-4 Tuition and Fees Per FTE Student Revenue Peer Comparison



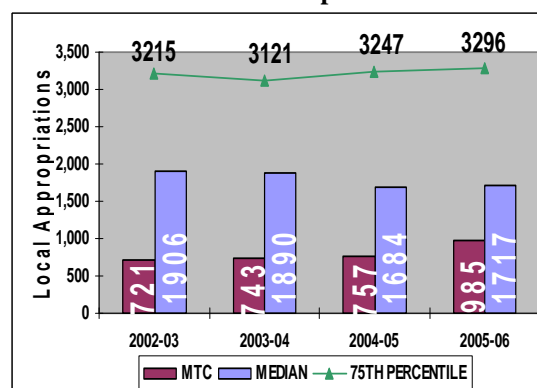
Source: MTC Business Office

### 7.3-5 State Appropriations Per FTE Peer Comparison



Source: IPEDS Peer Analysis System

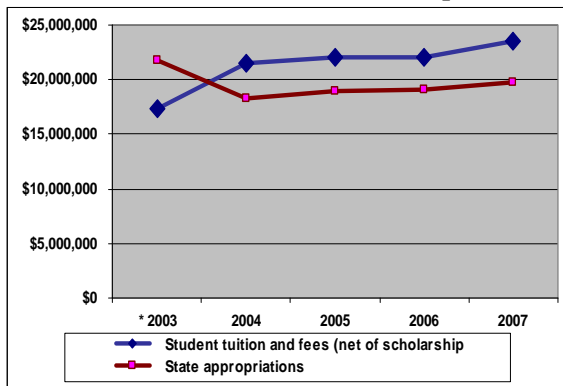
### 7.3-6 Local Appropriations Per FTE Peer Comparison



Source: IPEDS Peer Analysis System

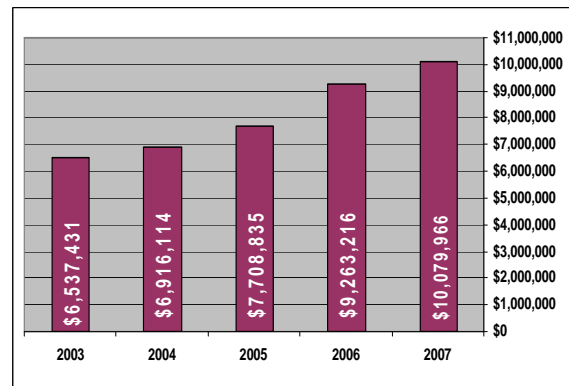
Although tuition and fee revenue per FTE at the college appears higher than its national peers, other institutions similar in size, scope and overall budget, a closer look shows that MTC lags behind in state and local support when compared with national peers. State appropriation is directly linked with tuition and fee revenue in terms of the college's financial health and comprises approximately 23 percent of total revenue for the college for fiscal year 2006. The dollars have decreased from \$23.8 million in fiscal year 2002, to \$19.0 million in fiscal year 2006. The relationship between the decrease in direct state dollars and the increase in tuition from students is depicted in the graph that follows.

### 7.3-7 MTC State Appropriations and Student Tuition and Fees Revenue Comparison



Source: MTC Business Office

### 7.3-8 MTC State Grants and Contracts

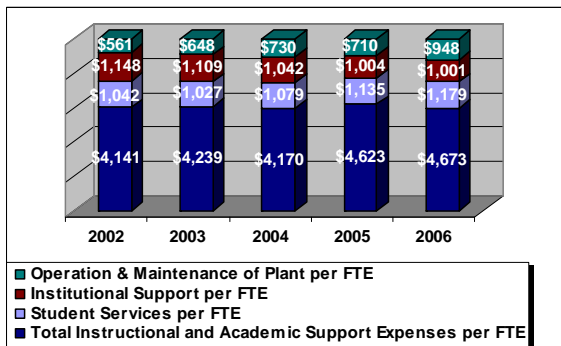


Source: MTC Business Office

Although direct state dollars to the college have decreased, state supported funding to students in the form of scholarships, grants and aid shows a steady increase from approximately \$1.2 million in fiscal year 2002, to approximately \$9.3 million in fiscal year 2006. The increases are made up of South Carolina Lottery Tuition Assistance, State Need Based, and LIFE scholarships.

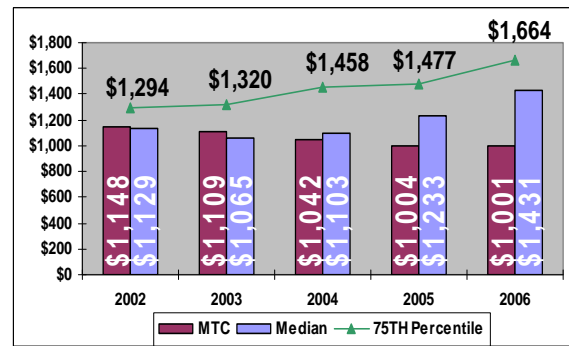
The college administration is cognizant of efforts to contain costs. The key measure for determining cost containment is in the area of institutional support. Expenses in this area include administrative services, management, legal expenses, personnel logistical and support services, public relations and development.

### 7.3-9 MTC Expenses by Functional Categories



Source: MTC Business Office

### 7.3-10 Institutional Support Expenses Per FTE Peer Comparison

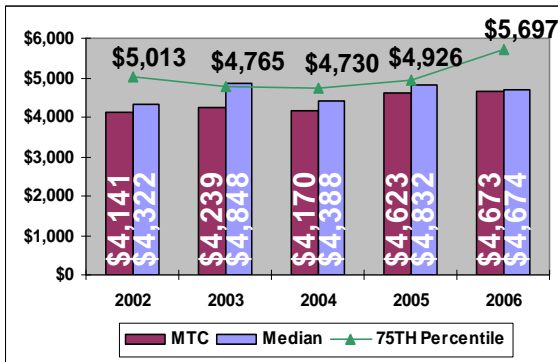


Source: IPEDS Peer Analysis System

The college budgets and spends the largest amount to support its mission of instruction and academic support, followed by the function of student services, institutional support expenses and operations and maintenance of plant.

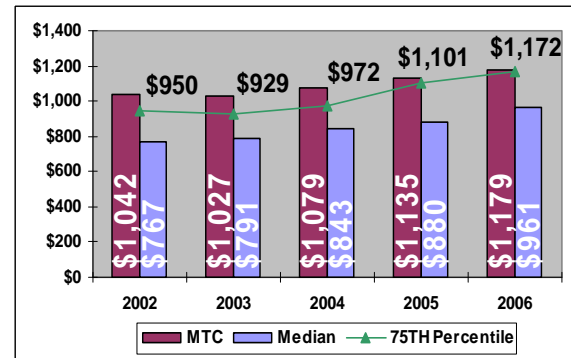
The trend for the college is downward in institutional support expenses over the period from fiscal year 2002 through 2006, which shows the effort the college has made to contain costs over the period. Costs decreased from \$1,148 per FTE in 2002 to \$1,001 per FTE in 2006, a 13 percent decrease. Compared to its national peers the college compares favorably and is in the bottom 25<sup>th</sup> quartile in this area. 7.3-10 reflects this data.

### 7.3-11 Instructional and Academic Support Per FTE Peer Comparison



Source: IPEDS Peer Analysis System

### 7.3-12 Student Services Expenses Per FTE Peer Comparison



Source: IPEDS Peer Analysis System

The decrease in institutional support expenses per FTE has been shifted to instruction and academic and student support, which is indicated by the increases in these areas. 7.3-11 and 12 reflect this data.

The trend in instruction and academic support for the college is upward. MTC shows approximately a 13 percent increase in instruction and academic support expenses per FTE over the five-year period from fiscal years 2002 through 2006. A comparison with the national peers shows MTC within the median in this area.

Student support expenses at MTC for each of the five years, has remained above its national peers, ranking the college in the top quartile. The college aggressively seeks and successfully receives grant funding which contributes to the increases. Expenses per FTE range from \$1,042 in fiscal year 2002 to \$1,175 in fiscal year 2006.

Another key measure on budgetary and financial performance is the review of costs for academic programs at the college. For the past several years the college has undertaken a significant cost analysis of its academic programs by developing a model that looks at college wide revenues and expenses. The model distributes them on a proportional basis to each program based on credit hours and FTE generated in each program. The study took place as a result of the Commission's request for information concerning the cost of the college's academic programs. The model validated the true costs of academic programs and was used in legislative action in obtaining \$600,000 additional recurring state dollars annually for the nursing program, in excess of \$2.4 million since its inception.

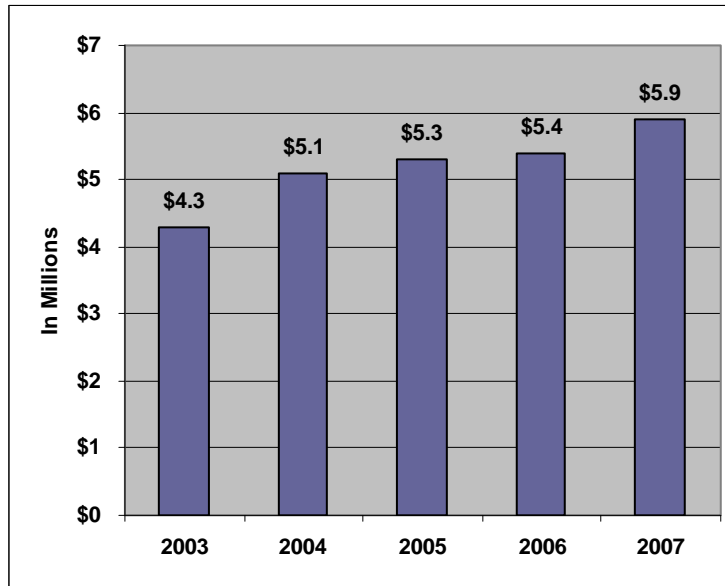
The initial study was completed during the 2003 fiscal year based on data from fiscal year 2001. The study has been updated in 2004, 2005 and 2006 and the results are reviewed by the Executive Council and MTC Commission annually.

The college received peer validation when it presented the model at the Government Finance Officers Association, Southern Association College and University Business Officers (SACUBO) and at Community College Business Officers (CCBO) conferences. The model received the 2005 CCBO Exemplary Practices and the 2006 SACUBO Best Practices awards and was presented in the NACUBO annual conference during 2007.

The Foundation began a \$5 million capital campaign during the 2000 – 2001 fiscal year. Total assets increased from \$2.3 to \$5.4 million from fiscal years 2001 through 2006, the largest increase in the history of the Foundation.



**7.3-13 MTC Foundation Total Assets**



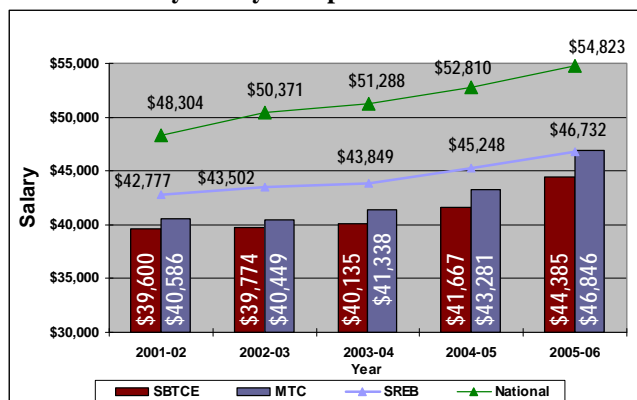
*Source: MTC Business Office*

**7.4 What are your performance levels and trends for your key measures on work system performance, faculty and staff learning and development, and faculty and staff well-being, satisfaction, and dissatisfaction?**

MTC faculty salaries exceed the SBTCE system average but lag behind both the SREB and national averages. Based on OHR data, MTC exceeds the State average for class codes of its staff in more than 65 percent of the common class codes used by the college.

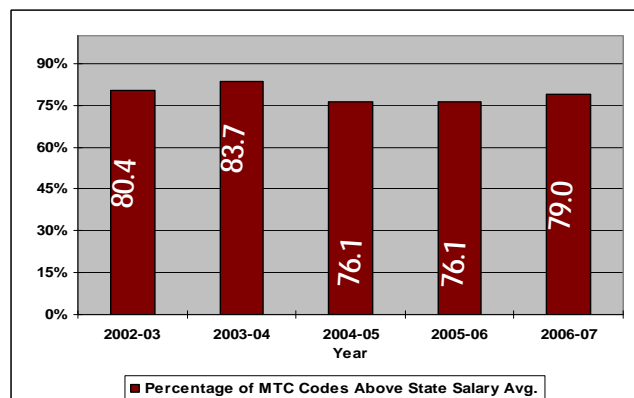
Faculty and staff satisfaction exceeds the established in the MTC Critical Success Factors' benchmarks in both the Business Affairs division and Student Development Service division surveys administered as part of their program review process.

#### 7.4-1 Average Nine Month Faculty Salary Comparison



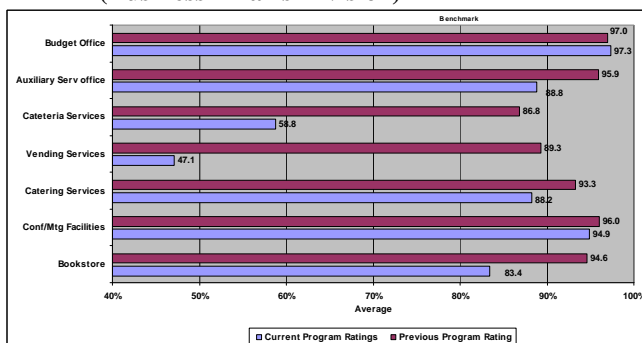
Source: SREB Fact Book and SC CHE

#### 7.4-2 Staff Salary Comparison to SC Class Code



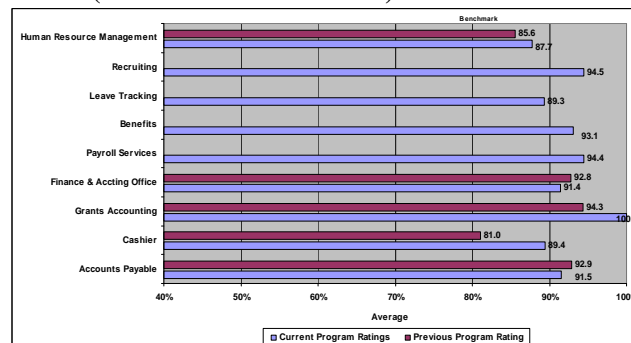
Source: OHR Class Code Salary Comparison

#### 7.4-3 Administrative Programs and Service Assessment (Business Affairs Division)



Source: MTC BA Service Quality Survey

#### 7.4-4 Administrative Programs and Service Assessment (Business Affairs Division)



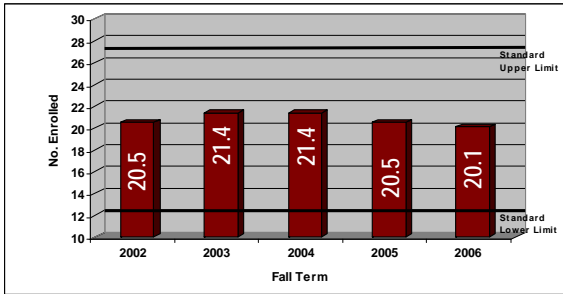
Source: MTC BA Service Quality Survey

### 7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, learning-centered and support process performance (these could include measures related to the following: student performance and development; the education climate; responsiveness to student and stakeholder needs; supplier and partner performance; and cycle time).

MTC falls within all benchmarks established by CHE performance funding measures related to average lecture size, the ratio of full-time faculty compared to other full-time employees, and FTE students to FTE faculty. The college has also achieved the 75<sup>th</sup> percentile when annualized FTE student to FTE faculty is compared to national IPEDS data.

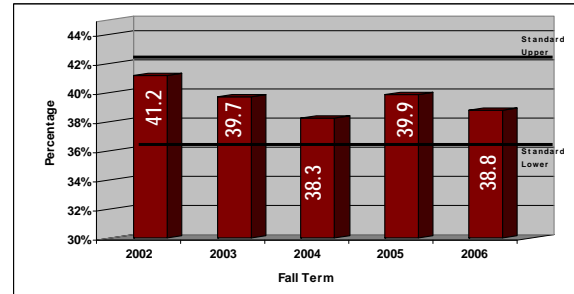
The college is approximately equal to the facility utilizations standards established by the SC CHE for average square-foot-per-student station, station utilization, average room use hrs/week, and space factor. Finally, all accreditable programs offered at the college have received external accreditation.

### 7.5-1 MTC Average Lecture Size



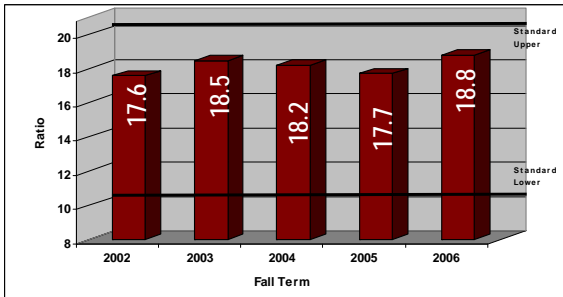
Source: MTC - ARP Office

### 7.5-2 MTC FT Faculty/Other FTE Employees



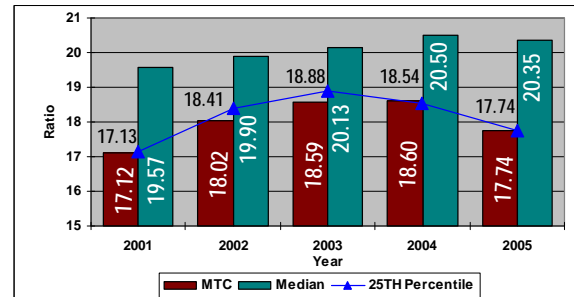
Source: MTC - ARP Office

### 7.5-3.1 MTC FTE Student to FTE Faculty Ratio



Source: MTC - ARP Office

### 7.5-4 Annualized FTE Student to FTE Faculty Peer Comparison



Source: IPEDS Peer Analysis System

### 7.5-5

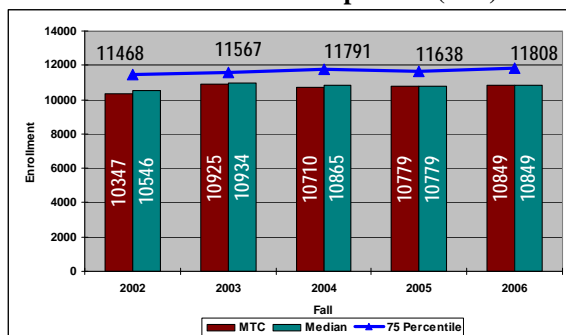
### Facilities Utilization

|      | AVG. SF PER STUDENT STATION | STATION UTILIZATION | AVG. ROOM USE HRS/WEEK | SPACE FACTOR   |
|------|-----------------------------|---------------------|------------------------|----------------|
|      | CHE Std. =22                | CHE Std. =60%       | CHE Std. =30           | CHE Std. =1.22 |
| 2001 | 21.5                        | 54.0%               | 32.51                  | 1.21           |
| 2002 | 21.2                        | 65.0%               | 29.78                  | 1.10           |
| 2003 | 21.4                        | 70.0%               | 29.20                  | 1.04           |
| 2004 | 21.4                        | 70.0%               | 28.23                  | 1.08           |
| 2005 | 21.7                        | 68.0%               | 29.16                  | 1.10           |
| 2006 | 21.6                        | 65.9%               | 30.39                  | 1.08           |

**7.6 What are your performance levels for your key measures related to leadership and social responsibility: a. accomplishment of your organizational strategy and action plans, b. stakeholder trust in your senior leaders and the governance of your organization and c. fiscal accountability; and, regulatory, safety, accreditation, and legal compliance**

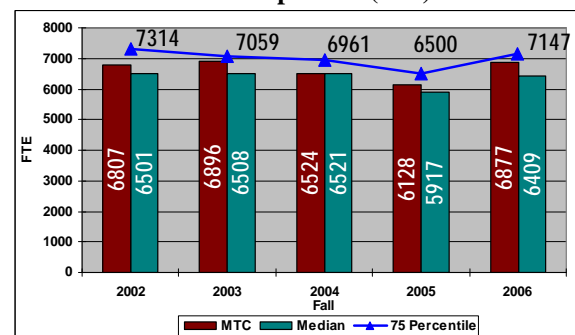
The college approximates the median headcount enrollment level for its peer institutions (7.6-1) but is slightly below the 75<sup>th</sup> percentile for enrollment. MTC however generally exceeds the FTE enrollment for its peer group (7.6-2) and approximates the 75<sup>th</sup> percentile for FTE students. The college's goal attainment percentage has exceeded the diversity standard established by the SC Human Affairs Commission with at least a 94 percent attainment rate in each of the last five years. The number and percentage of "Black" and "Other" minority faculty has remained constant from Fall 2002 to Fall 2005. The percentage of Blacks in the staff category has fluctuated during the four years examined but overall has increased from 33.7 percent in Fall 2002 to 35.3 percent in Fall 2005.

**7.6-1 Headcount Peer Comparison (Fall)**



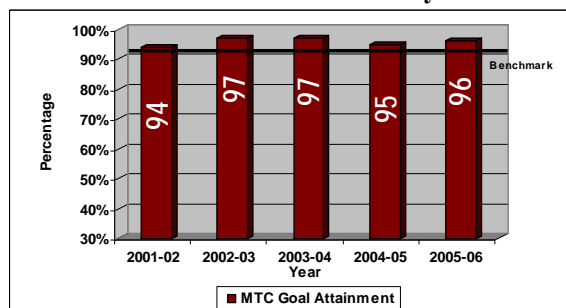
Source: IPEDS Peer Analysis System

**7.6-2 FTE Peer Comparison (Fall)**



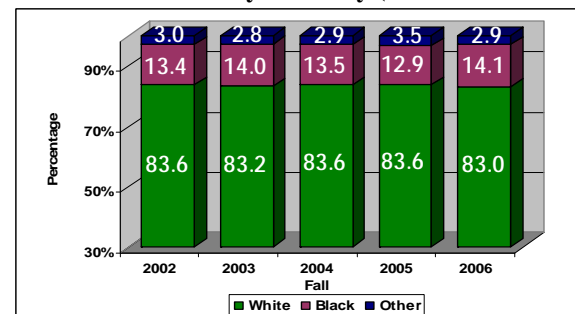
Source: IPEDS Peer Analysis System

**7.6-3 MTC Attainment of Diversity Goals**



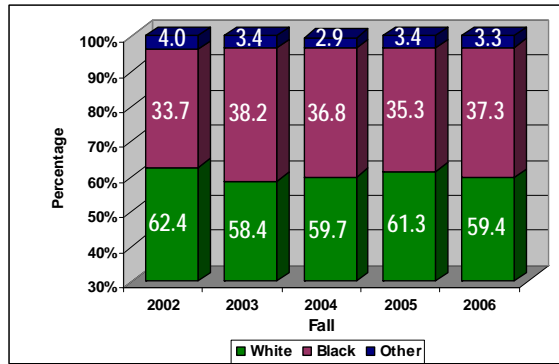
Source: SC Human Affairs Commission

**7.6-4 MTC Faculty Diversity (Full and Part-time)**



Source: Workforce Analysis Reports

#### 7.6-5 MTC Staff Diversity (Full and Part-time)



Source: Workforce Analysis Reports

MTC faculty and staff have been recognized for their contributions to their various peer groups, and serve on numerous national and regional boards. A list of these accomplishments is listed in 7.6-6. The college also has received accreditation for all programs that are accreditable by external agencies. MTC has received a score of 3, the highest possible score, for the past 10 years through the Performance Funding requirement administered by the SC Commission on Higher Education. The programs and their accrediting agencies are provided in 7.6-7.

### 7.6-6 National Recognition, Honors and Board Memberships

| National Recognition And Honors                                                                                                                                                                                                          | National/Regional Board Memberships                                                                                                                                                                                                                             |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>ACBSP – All-Star Award</b> for significant volunteer service to the organization                                                                                                                                                      | <b>American Dental Assisting Association –</b> Serves as a regional delegate                                                                                                                                                                                    |
| <b>Phi Theta Kappa (PTK) Award</b> —MTC’s Alpha Eta Kappa Chapter received a PTK Pinnacle award and a \$500 stipend for increases in honors student memberships                                                                          | <b>RHIT</b> - American Health Information Management Association (AHIMA) Communities of Practice (CoP) Geographic: South Carolina Facilitator                                                                                                                   |
| <b>Phi Theta Kappa (PTK) Student Award</b> - One of thirty selected nationally to receive (PTK) 2006 “Leader of Promise”                                                                                                                 | <b>Carolinas Clinical Connections</b> - Serves as Planning Committee Moderator Chair.                                                                                                                                                                           |
| <b>Published Document</b> - Two MTC Student Development Services staff were among 30 national contributors to <i>Toward the Future Vitality of Student Development: The Vision of the National Council on Student Development (2006)</i> | <b>ACBSP</b> - Chair, Associate Degree Commission; Member-Board of Directors, Board of Directors Audit Committee; Associate Degree Commission Outcomes Assessment Task Force; Associate Degree Commission Core Competencies Task Force; Accreditation Evaluator |
| <b>NISOD Excellence Award</b> – Continuing Education faculty was honored for teaching excellence.                                                                                                                                        | <b>American College Testing (ACT)</b> – Serves as member of National Advisory Board and as SC State Representative                                                                                                                                              |
| <b>Microsoft Office Specialist</b> – Continuing Education faculty received expert certification in PowerPoint.                                                                                                                           | <b>National Council on Student Development (NCSD)</b> – Serves as a Past President of the Council; Reviewer for NCSD “Shared Journey” Awards                                                                                                                    |
| <b>Microsoft Certified Technology Specialist</b> – Continuing Education faculty earned certification in Microsoft SQL Server.                                                                                                            | <b>Carolinas Association of College Registrars and Admission Officers (CACRAO)</b> -Serves as President of two and four-year college admissions officers and registrars in North and South Carolina.                                                            |
| <b>Microsoft Certified Trainer</b> – Two Continuing Education faculty have been recertified.                                                                                                                                             | <b>Association for Student Judicial Affairs (ASJA)</b> - Serves on the national Editorial Board                                                                                                                                                                 |
| <b>FEMA</b> –Continuing Education faculty received Master Exercise Practitioner.                                                                                                                                                         | <b>Southern Organization of Human Services</b> – Serves as Treasurer                                                                                                                                                                                            |
| <b>NCCET Regional Leadership Award</b> - Vice President for Continuing Education received the award in 2007.                                                                                                                             | <b>NAEYC</b> – American Associate Degree Early Childhood Educators committee for emerging best practices.                                                                                                                                                       |
| <b>GFOA Certificate of Excellence in Financial Reporting</b> – Received for the Fiscal Year 2006, will be placed in the CAFR 2007.                                                                                                       | <b>National Coalition of Advanced Technology Centers (NCATC)</b> – Serves as Board Member and Southeast Regional Coordinator                                                                                                                                    |
|                                                                                                                                                                                                                                          | <b>NCATC</b> - Member Presidents’ Advisory Council                                                                                                                                                                                                              |

### 7.6-7 Accreditation of Degree Granting Programs

| ACCREDITING AGENCIES AND AREAS                                                       | Accreditable Program | Fully Accredited Program |
|--------------------------------------------------------------------------------------|----------------------|--------------------------|
| <b>ACCREDITING BOARD FOR ENGINEERING AND TECHNOLOGY, INC.</b>                        |                      |                          |
| Engineering Technology (ENGT) – Associate degree programs in engineering technology  | 3                    | 3                        |
| <b>AMERICAN DENTAL ASSOCIATION</b>                                                   |                      |                          |
| Dental Assisting (DA)                                                                | 1                    | 1                        |
| Dental Hygiene (DH)                                                                  | 1                    | 1                        |
| <b>AMERICAN PHYSICAL THERAPY ASSOCIATION</b>                                         |                      |                          |
| Physical Therapy (PTAA) Assistant                                                    | 1                    | 1                        |
| <b>ASSOCIATION OF COLLEGIATE BUSINESS SCHOOLS AND PROGRAMS</b>                       |                      |                          |
| Business (BUAD) -                                                                    | 1                    | 1                        |
| <b>COMMISSION ON ACCREDITATION OF ALLIED HEALTH EDUCATION PROGRAMS</b>               |                      |                          |
| Medical Assistant (MA)                                                               | 1                    | 1                        |
| Respiratory Therapist (REST)                                                         | 1                    | 1                        |
| Respiratory Therapy Technician (RESTT)                                               | 1                    | 1                        |
| Surgical Technologist (ST)                                                           | 1                    | 1                        |
| <b>JOINT REVIEW COMMITTEE ON EDUCATION IN RADIOLOGIC TECHNOLOGY</b>                  |                      |                          |
| Radiologic Technology (RAD) -                                                        | 1                    | 1                        |
| <b>JOINT REVIEW COMMITTEE ON EDUCATIONAL PROGRAMS IN NUCLEAR MEDICINE TECHNOLOGY</b> |                      |                          |
| Nuclear Medicine Technologist (NMT) -                                                | 1                    | 1                        |
| <b>NATIONAL LEAGUE FOR NURSING, INC</b>                                              |                      |                          |
| Nursing (PNUR) - Practical nursing programs                                          | 1                    | 1                        |
| Nursing (ADNUR) - Associate degree programs                                          | 1                    | 1                        |

Source: CHE Performance Funding

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| <b>MIDLANDS TECHNICAL COLLEGE MAJOR CAPITAL NEEDS CASH FLOW</b> |              |              |              |              |              |
|-----------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>10 YEAR PLAN</b>                                             |              |              |              |              |              |
| <b>BY SOURCE OF FUNDS</b>                                       | <b>05/06</b> | <b>06/07</b> | <b>07/08</b> | <b>08/09</b> | <b>09/10</b> |
| NE CR/ENG Facility                                              |              |              |              |              |              |
| State Funds-CIB                                                 | \$ –         | \$20,000,000 | \$ –         | \$ –         | \$ –         |
| College Funds (Bonds)                                           | \$ –         | \$ –         | \$ –         | \$5,000,000  | \$ –         |
| HC CR Building                                                  |              |              |              |              |              |
| Richland County Half MIL - Bonds                                | \$ –         | \$ 2,862,000 | \$ –         | \$ –         | \$ –         |
| Lexington County Half MIL - Bonds                               | \$ –         | \$ 1,910,000 | \$ –         | \$ –         | \$ –         |
| College funds                                                   | \$1,000,000  | \$ 1,000,000 | \$ 228,000   | \$ –         | \$ –         |
| B/L ED Facility                                                 |              |              |              |              |              |
| College Funds                                                   | \$ 900,000   | \$ –         | \$ –         | \$ –         | \$ –         |
| Richland Half MIL – Bonds                                       | \$ –         | \$ 810,000   | \$ –         | \$ –         | \$ –         |
| Lexington Half MIL - Bonds                                      | \$ –         | \$ 540,000   | \$ –         | \$ –         | \$ –         |
| NE Bay Project                                                  |              |              |              |              |              |
| Richland Half MIL – Bonds                                       | \$ –         | \$ 2,326,800 | \$ –         | \$ –         | \$ –         |
| Lexington Half MIL – Bonds                                      | \$ –         | \$ 1,551,200 | \$ –         | \$ –         | \$ –         |
| College Funds                                                   | \$ –         | \$ 1,122,000 | \$ –         | \$ –         | \$ –         |
| Library Replacement (Beltline)                                  |              |              |              |              |              |
| College Funds                                                   | \$ –         | \$ –         | \$ –         | \$ –         | \$2,698,000  |
| Richland County                                                 | \$ –         | \$ 456,000   | \$ 456,000   | \$ 756,000   | \$1,122,000  |
| Lexington County                                                | \$ –         | \$ 304,000   | \$ 304,000   | \$ 504,000   | \$ 750,000   |
| Library Renovations (Airport)                                   |              |              |              |              |              |
| Richland County                                                 | \$ –         | \$ –         | \$ –         | \$ –         | \$ –         |
| Lexington County                                                | \$ –         | \$ –         | \$ –         | \$ –         | \$ –         |
| BC LET Renovation                                               |              |              |              |              |              |
| State Funds - CIB                                               | \$ –         | \$ –         | \$ –         | \$ –         | \$ –         |
| BC WM Renovation                                                |              |              |              |              |              |
| State Funds - CIB                                               | \$ –         | \$ –         | \$ –         | \$ –         | \$ –         |
| NE Classroom/Admin. Facility                                    |              |              |              |              |              |
| Richland                                                        | \$ –         | \$ –         | \$ –         | \$ –         | \$ –         |
| Lexington                                                       | \$ –         | \$ –         | \$ –         | \$ –         | \$ –         |
| State Funds - CIB                                               | \$ –         | \$ –         | \$ –         | \$ –         | \$ –         |
| Plant Projects *                                                |              |              |              |              |              |
| County Plant Funds                                              | \$ 600,000   | \$ 550,000   | \$ 600,000   | \$ 600,000   | \$ 600,000   |
| College Funds                                                   | \$ 200,000   | \$ 1,425,000 | \$ 200,000   | \$ 200,000   | \$ 200,000   |
| Major Building Renovation                                       |              |              |              |              |              |
| Richland                                                        | \$1,036,000  | \$ 601,000   | \$ 623,000   | \$ 345,000   | \$ –         |
| Lexington                                                       | \$ 691,000   | \$ 401,000   | \$ 415,000   | \$ 230,000   | \$ –         |
|                                                                 |              |              |              |              |              |
| Total All Sources                                               | \$4,427,000  | \$35,859,000 | \$2,826,000  | \$7,635,000  | \$5,370,000  |

**Appendix B (Continued)**

| <b>MIDLANDS TECHNICAL COLLEGE MAJOR CAPITAL NEEDS CASH FLOW</b> |              |              |              |              |               |                    |
|-----------------------------------------------------------------|--------------|--------------|--------------|--------------|---------------|--------------------|
| <b>10 YEAR PLAN</b>                                             |              |              |              |              |               |                    |
| <b>10/11</b>                                                    | <b>11/12</b> | <b>12/13</b> | <b>13/14</b> | <b>14/15</b> | <b>TOTAL</b>  | <b>PROJ. TOTAL</b> |
|                                                                 |              |              |              |              |               |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 20,000,000 |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 5,000,000  | \$ 25,000,000      |
|                                                                 |              |              |              |              |               |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 2,862,000  |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 1,910,000  |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 2,228,000  | \$ 7,000,000       |
|                                                                 |              |              |              |              |               |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 900,000    |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 810,000    |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 540,000    | \$ 2,250,000       |
|                                                                 |              |              |              |              |               |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 2,326,800  |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 1,551,200  |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ –         | \$ –         | \$ 1,122,000  | \$ 5,000,000       |
|                                                                 |              |              |              |              |               |                    |
| \$ 580,952                                                      | \$ –         | \$ –         | \$ –         | \$ –         | \$ 3,278,952  |                    |
| \$ 1,214,489                                                    | \$ –         | \$ –         | \$ –         | \$ –         | \$ 4,004,489  |                    |
| \$ 854,559                                                      | \$ –         | \$ –         | \$ –         | \$ –         | \$ 2,716,559  | \$ 10,000,000      |
|                                                                 |              |              |              |              |               |                    |
| \$ –                                                            | \$ –         | \$1,145,011  | \$ –         | \$ –         | \$ 1,145,011  |                    |
| \$ –                                                            | \$ –         | \$ 763,341   | \$ –         | \$ –         | \$ 763,341    | \$ 1,908,352       |
|                                                                 |              |              |              |              |               |                    |
| \$15,600,000                                                    | \$ –         | \$ –         | \$ –         | \$ –         | \$ 15,600,000 | \$ 15,600,000      |
|                                                                 |              |              |              |              |               |                    |
| \$ –                                                            | \$15,600,000 | \$ –         | \$ –         | \$ –         | \$ 15,600,000 | \$ 15,600,000      |
|                                                                 |              |              |              |              |               |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ 1,008,000 | \$ –         | \$ 1,008,000  |                    |
| \$ –                                                            | \$ –         | \$ –         | \$ 672,000   | \$ –         | \$ 672,000    |                    |
| \$ –                                                            | \$ –         | \$ –         | \$13,440,000 | \$ –         | \$ 13,440,000 | \$ 15,120,000      |
|                                                                 |              |              |              |              |               |                    |
| \$ 600,000                                                      | \$ 600,000   | \$ 600,000   | \$ 600,000   | \$ –         | \$ 5,350,000  |                    |
| \$ 200,000                                                      | \$ 200,000   | \$ 200,000   | \$ 200,000   | \$ –         | \$ 3,025,000  | \$ 8,375,000       |
|                                                                 |              |              |              |              |               |                    |
| \$ –                                                            | \$ 1,167,911 | \$ 146,571   | \$ –         | \$1,314,602  | \$ 5,234,084  |                    |
| \$ –                                                            | \$ 778,608   | \$ 97,714    | \$ –         | \$ 925,002   | \$ 3,538,324  |                    |
|                                                                 |              |              |              |              |               | \$ 8,772,408       |
| \$19,050,000                                                    | \$18,346,519 | \$2,952,637  | \$15,920,000 | \$2,239,604  | \$114,625,760 | \$114,625,760      |

## Appendix B (Continued)

| <b>Total by Source (Per Year)</b>                   | <b>05/06</b> | <b>06/07</b> | <b>07/08</b> | <b>08/09</b> | <b>09/10</b> |
|-----------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Richland County                                     | \$1,036,000  | \$ 1,057,000 | \$1,079,000  | \$1,101,000  | \$1,122,000  |
| Lexington County                                    | \$ 691,000   | \$ 705,000   | \$ 719,000   | \$ 734,000   | \$ 750,000   |
| State Funds - CIB                                   | \$ –         | \$20,000,000 | \$ –         | \$ –         | \$ –         |
| College Funds                                       | \$2,100,000  | \$ 3,547,000 | \$ 428,000   | \$ 200,000   | \$2,898,000  |
| College Funds (Bonds)                               | \$ –         | \$ –         | \$ –         | \$5,000,000  | \$ –         |
| Richland County Half MIL – Bonds                    | \$ –         | \$ 5,998,800 | \$ –         | \$ –         | \$ –         |
| Lexington County Half MIL - Bonds                   | \$ –         | \$ 4,001,200 | \$ –         | \$ –         | \$ –         |
| County Plant Funds                                  | \$ 600,000   | \$ 550,000   | \$ 600,000   | \$ 600,000   | \$ 600,000   |
| Total All Sources                                   | \$4,427,000  | \$35,859,000 | \$2,826,000  | \$7,635,000  | \$5,370,000  |
|                                                     |              |              |              |              |              |
| Richland County Estimated Value of MIL              | \$1,100,000  | \$ 1,122,000 | \$1,144,440  | \$1,167,329  | \$1,190,675  |
| Lexington County Estimated Value of MIL             | \$ 774,000   | \$ 789,480   | \$ 805,270   | \$ 821,375   | \$ 837,802   |
| Richland County Estimated Half MIL for Debt Service | \$ 550,000   | \$ 561,000   | \$ 572,220   | \$ 583,664   | \$ 595,338   |
| Richland County Estimated Half MIL for Debt Service | \$ 387,000   | \$ 394,740   | \$ 402,635   | \$ 410,687   | \$ 418,901   |
|                                                     |              |              |              |              |              |
|                                                     | <b>05/06</b> | <b>06/07</b> | <b>07/08</b> | <b>08/09</b> | <b>09/10</b> |
| Estimated Richland MILS Required                    | 0.9          | 0.9          | 0.9          | 0.9          | 0.9          |
| Estimated Lexington MILS Required                   | 0.9          | 0.9          | 0.9          | 0.9          | 0.9          |

## Appendix B (Continued)

| 10/11        | 11/12        | 12/13       | 13/14        | 14/15       | TOTAL         | PROJ. TOTAL |
|--------------|--------------|-------------|--------------|-------------|---------------|-------------|
| \$ 1,214,489 | \$ 1,167,911 | \$1,291,582 | \$ 1,008,000 | \$1,314,602 | \$ 11,391,584 |             |
| \$ 854,559   | \$ 778,608   | \$ 861,055  | \$ 672,000   | \$ 925,002  | \$ 7,690,224  |             |
| \$15,600,000 | \$15,600,000 | \$ –        | \$13,440,000 | \$ –        | \$ 64,640,000 |             |
| \$ 780,952   | \$ 200,000   | \$ 200,000  | \$ 200,000   | \$ –        | \$ 10,553,952 |             |
| \$ –         | \$ –         | \$ –        | \$ –         | \$ –        | \$ 5,000,000  |             |
| \$ –         | \$ –         | \$ –        | \$ –         |             | \$ 5,998,800  |             |
| \$ –         | \$ –         | \$ –        | \$ –         | \$ –        | \$ 4,001,200  |             |
| \$ 600,000   | \$ 600,000   | \$ 600,000  | \$ 600,000   | \$ –        | \$ 5,350,000  |             |
| \$19,050,000 | \$18,346,519 | \$2,952,637 | \$15,920,000 | \$2,239,604 | \$114,625,760 |             |
|              |              |             |              |             |               |             |
| \$ 1,214,489 | \$ 1,238,779 | \$1,263,554 | \$ 1,288,825 | \$1,314,602 |               |             |
| \$ 854,559   | \$ 871,650   | \$ 889,083  | \$ 906,864   | \$ 925,002  |               |             |
| \$ 607,244   | \$ 619,389   | \$ 631,777  | \$ 644,413   | \$ 657,301  |               |             |
| \$ 427,279   | \$ 435,825   | \$ 444,541  | \$ 453,432   | \$ 462,501  |               |             |
|              |              |             |              |             |               |             |
| 10/11        | 11/12        | 12/13       | 13/14        | 14/15       |               |             |
| 1            | 0.9          | 1           | 0.8          | 1           |               |             |
| 1            | 0.9          | 1           | 0.7          | 1           |               |             |

**5-YEAR FACILITY PLAN**  
**MIDLANDS TECHNICAL COLLEGE**  
**FACILITY PLAN**

| PROJECT TITLE                     | CAMPUS     | Year Constructed | Square Footage | SCOPE                                                                                                                                                                                                                                      | JUSTIFICATION                                                                                                                                                                                |
|-----------------------------------|------------|------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Classroom Building**              | Harbison   | new              | 28,000         | Classroom building with a 400-seat community theater, science labs and general classrooms.                                                                                                                                                 | New building will increase number of credit courses to the area and support community activities.                                                                                            |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
| Campus Accelerator/ Bay Project** | Northeast  | new              | 25,000         | Business accelerator with flexible multi-bay space.                                                                                                                                                                                        | Flexible facility will accommodate emerging businesses for increasing production and local jobs.                                                                                             |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
| Educational Facility**            | Batesburg- | new              | 7,500          | Education facility with classrooms and offices.                                                                                                                                                                                            | Facility will bring technical education opportunities to area in support of economic and community development.                                                                              |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
|                                   | Leesville  |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
| Classroom/Engineering Facility**  | Northeast  | new              | 68,000         | Engineering technology and general purpose classrooms addition to the NE Technology Center designed to bring students close to business using the technology center.                                                                       | Meet needs of increasing enrollment in engineering programs and to provide updated facilities. Allows for renovation of LET building by relocating engineering programs in LET to NE campus. |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
| College-wide Exterior Lighting    | All        | new              | na             | Upgrade exterior lighting on all campuses.                                                                                                                                                                                                 | Exterior lighting will improve safety and security of campuses.                                                                                                                              |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
| Lexington Hall Addition           | Airport    | new              | 9,945          | Classroom and offices for Health Science and labs and support space for Sciences                                                                                                                                                           | Retain Nursing and Health Science students and to provide additional general purpose science labs                                                                                            |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
| Library Replacement               | Beltline   | 1967             | 27,000         | Replace Beltline Library.                                                                                                                                                                                                                  | Replacement with similarly sized structure allowing for a technology enhanced building to meet faculty and student needs and address structural and building systems maintenance issues.     |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |
| LET Renovation                    | Beltline   | 1968             | 65,000         | Major renovation of LET building to include seismic, code compliance, HVAC, electrical, old elevator replacement, window replacements, new furniture for computer/science labs and general refurbishment of floors, ceilings and finishes. | Address numerous code and building systems issues of 1968 facility and adapt space to meet enrollment needs of programs on Beltline campus.                                                  |
|                                   |            |                  |                |                                                                                                                                                                                                                                            |                                                                                                                                                                                              |

| <b>5-YEAR FACILITY PLAN</b><br><b>MIDLANDS TECHNICAL COLLEGE</b><br><b>FACILITY PLAN</b> |                              |              |              |            |             |              |       |
|------------------------------------------------------------------------------------------|------------------------------|--------------|--------------|------------|-------------|--------------|-------|
| BUDGET                                                                                   | FUNDING SOURCE               | 06/07        | 07/08        | 08/09      | 09/10       | 10/11        | 11/12 |
| \$ 7,000,000                                                                             |                              |              |              |            |             |              |       |
|                                                                                          | Richland - Bonds             | \$ 2,862,000 |              |            |             |              |       |
|                                                                                          | Lexington - Bonds            | \$ 1,910,000 |              |            |             |              |       |
|                                                                                          | College funds                | \$ 2,000,000 | \$ 228,000   |            |             |              |       |
| \$ 5,000,000                                                                             |                              |              |              |            |             |              |       |
|                                                                                          | College Funds                | \$ 5,000,000 |              |            |             |              |       |
| \$ 2,250,000                                                                             |                              |              |              |            |             |              |       |
|                                                                                          | College Funds                | \$ 900,000   |              |            |             |              |       |
|                                                                                          | Richland - Bonds             | \$ 810,000   |              |            |             |              |       |
|                                                                                          | Lexington - Bonds            | \$ 540,000   |              |            |             |              |       |
| \$25,000,000                                                                             |                              |              |              |            |             |              |       |
|                                                                                          | State funds                  |              | \$ 1,000,000 |            |             |              |       |
|                                                                                          | College, County, State Funds |              | \$24,000,000 |            |             |              |       |
|                                                                                          |                              |              |              |            |             |              |       |
| \$ 1,800,000                                                                             |                              |              |              |            |             |              |       |
|                                                                                          |                              |              |              |            |             |              |       |
|                                                                                          | College Funds                | \$ 1,800,000 |              |            |             |              |       |
| \$ 2,500,000                                                                             |                              |              |              |            |             |              |       |
|                                                                                          | College Funds                | \$ 325,000   |              |            |             |              |       |
|                                                                                          | State Funds                  | \$ 2,175,000 |              |            |             |              |       |
|                                                                                          |                              |              |              |            |             |              |       |
| \$10,000,000                                                                             |                              |              |              |            |             |              |       |
|                                                                                          | College Funds                |              |              |            | \$2,698,000 | \$ 580,952   |       |
|                                                                                          | Richland                     | \$ 456,000   | \$ 456,000   | \$ 756,000 | \$1,122,000 | \$ 1,214,489 |       |
|                                                                                          | Lexington                    | \$ 304,000   | \$ 304,000   | \$ 504,000 | \$ 750,000  | \$ 854,559   |       |
| \$15,600,000                                                                             |                              |              |              |            |             |              |       |
|                                                                                          | State Funds - CIB            |              |              |            |             | \$15,600,000 |       |

## Appendix C (Continued)

|                                      |          |      |        |                                                                                               |                                                                                                                                                          |
|--------------------------------------|----------|------|--------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Wade Martin Renovation</b>        | Beltline | 1976 | 63,650 | Total renovation to include seismic, HVAC, ADA, offices, bathrooms, classrooms and elevators. | Address numerous code and building systems issues of 1976 facility and adapt space to meet faculty and enrollment needs for programs on Beltline campus. |
| <b>PLANT PROJECTS</b>                | All      |      |        | Repairs/upgrades as per project title.                                                        | These projects will maintain functionality and appearance of existing facilities and keep deferred maintenance to a minimum.                             |
| 1. Mechanical Systems Repairs        |          |      |        |                                                                                               |                                                                                                                                                          |
| 2. Roof Repairs                      |          |      |        |                                                                                               |                                                                                                                                                          |
| 3. Road/parking lot repairs          |          |      |        |                                                                                               |                                                                                                                                                          |
| 4. General Alterations               |          |      |        |                                                                                               |                                                                                                                                                          |
| 5. Elevator Add/Replace/Repair       |          |      |        | Academic Center: add (1); replace (1)<br>Wade Martin: repair (2)                              |                                                                                                                                                          |
| 6. Fire Alarm Replacements           |          |      |        |                                                                                               |                                                                                                                                                          |
| <b>MAJOR BUILDING RENOVATION</b>     | All      |      |        | General major renovations of various buildings throughout the college over a 5-year period.   | These major renovations are needed to accommodate program changes or specific facilities issues as directed by Executive Council.                        |
|                                      |          |      |        |                                                                                               |                                                                                                                                                          |
|                                      |          |      |        |                                                                                               |                                                                                                                                                          |
| <b>TOTAL ALL SOURCES</b>             |          |      |        |                                                                                               |                                                                                                                                                          |
|                                      |          |      |        |                                                                                               |                                                                                                                                                          |
| *Project funded over the past years. |          |      |        |                                                                                               |                                                                                                                                                          |
| ** Half Mil Project                  |          |      |        |                                                                                               |                                                                                                                                                          |
| Larger FONT & BOLD indicates change  |          |      |        |                                                                                               |                                                                                                                                                          |

## Appendix C (Continued)

|                     |                       |                     |                     |                    |                    |                     |                     |
|---------------------|-----------------------|---------------------|---------------------|--------------------|--------------------|---------------------|---------------------|
| \$15,600,000        |                       |                     |                     |                    |                    |                     |                     |
|                     | STATE FUNDS-CIB       |                     |                     |                    |                    |                     | \$15,600,000        |
| \$ 5,975,000        |                       |                     |                     |                    |                    |                     |                     |
|                     | County Plant Funds    | \$ 200,000          | \$ 200,000          | \$ 200,000         | \$ 200,000         | \$ 200,000          | \$ 200,000          |
|                     | County Plant Funds    | \$ 200,000          | \$ 200,000          | \$ 200,000         | \$ 200,000         | \$ 200,000          | \$ 200,000          |
|                     | College Funds         | \$ 200,000          | \$ 200,000          | \$ 200,000         | \$ 200,000         | \$ 200,000          | \$ 200,000          |
|                     | County Plant Funds    | \$ 150,000          | \$ 200,000          | \$ 200,000         | \$ 200,000         | \$ 200,000          | \$ 200,000          |
|                     | College Funds (Plant) | \$ 825,000          |                     |                    |                    |                     |                     |
|                     | College Funds (Plant) | \$ 400,000          |                     |                    |                    |                     |                     |
| \$ 4,561,519        |                       |                     |                     |                    |                    |                     |                     |
|                     | Richland              | \$ 601,000          | \$ 623,000          | \$ 345,000         |                    |                     | \$ 1,167,911        |
|                     |                       |                     |                     |                    |                    |                     | \$ 778,608          |
|                     | Lexington             | \$ 401,000          | \$ 415,000          | \$ 230,000         |                    |                     |                     |
| <b>\$95,286,519</b> |                       | <b>\$22,059,000</b> | <b>\$27,826,000</b> | <b>\$2,635,000</b> | <b>\$5,370,000</b> | <b>\$19,050,000</b> | <b>\$18,346,519</b> |
|                     |                       |                     |                     |                    |                    |                     |                     |
|                     |                       |                     |                     |                    |                    |                     |                     |
|                     |                       |                     |                     |                    |                    |                     |                     |
|                     |                       |                     |                     |                    |                    |                     |                     |





## PRIORITIES FOR 2007-2008

- **Positively impact the retention rates of identified student populations**
  - Collect data for analysis on identified student populations where retention is five percent or more below the college average
  - Implement strategies to impact the retention rates in the Nursing program
  - Identify retention strategies in targeted Health Sciences programs
  - Obtain benchmarks for other regional health sciences programs
- **Expand college access**
  - Provide a new learning facility in Batesburg-Leesville, expand Lexington Hall, and continue planning for the Harbison classroom project
  - Construct the MTC Business Accelerator
  - Begin distance course delivery to the Batesburg-Leesville Campus
  - Develop a strategy to increase the college's presence in Fairfield County
  - Develop strategies to increase college funding assistance to students
  - Expand Quick Jobs offerings
- **Strengthen partnerships and collaborations**
  - Collaborate on the Pathways initiative to include the Middle College high schools
  - Seek partnerships with South Carolina State University and Clemson in unique technology areas
  - Implement USC Bridge Program
  - Expand joint initiatives with other education sectors
  - Expand business, community and governmental alliances
- **Impact the present and future needs of advanced manufacturing, engineering technology and industrial technology**
  - Research and analyze factors impacting engineering technologies and industrial technologies enrollment trends
  - Develop a financing strategy for the Engineering Technology facility
  - Foster business partner involvement in addressing advanced manufacturing workforce needs
  - Benchmark comparative program data with similar colleges
- **Expand resources received by the college**
  - Develop and implement the 2007–08 Government Relations Plan
  - Develop and submit proposals to secure external funding
  - Establish MTC Foundation funds for endowment by two additional alumni sectors
  - Identify the resources needed to implement retention strategies
- **Develop the Enterprise Campus**
  - Establish and implement developer strategies for the Enterprise Campus Authority
  - Develop a business model for the MTC Business Accelerator
  - Develop and implement client acquisition strategies for the Enterprise Campus Authority
  - Establish an Advisory Committee for the Enterprise Campus Authority
  - Engage faculty and staff in the on-going Enterprise Campus Authority development planning



## **MIDLANDS TECHNICAL COLLEGE**

### **Priorities for 2006-2007**

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- **Identify the retention rates of targeted student populations**
  - Identify student populations where retention is five percent or more below the college average
  - Identify Nursing and Health Sciences retention rates
- **Expand resources received by the college**
  - Implement the Governmental Relations Plan
  - Develop and submit viable proposals to secure external funding
  - Attain the \$5 million goal of the MTC Foundation's first major gifts campaign
- **Strengthen partnerships with other education sectors**
  - Provide support for Middle College High Schools
  - Assist local K-12 in implementing EEDA
  - Participate in joint initiatives with USC
  - Review and update agreements with Higher Education Institutions
- **Impact the present and future needs of advanced manufacturing, engineering technology and industrial technology**
  - Identify engineering technologies and industrial technologies enrollment trends
  - Develop funding strategies for constructing an Engineering Technology facility
  - Foster business partner involvement in addressing advanced manufacturing workforce needs
- **Enhance the role of Continuing Education**
  - Implement Quick Jobs in EMT and CNA
  - Assist in the development of registered US Department of Labor apprenticeship programs
- **Develop the Enterprise Campus**
  - Establish a master plan for the Enterprise Campus
  - Engage faculty and staff in the Enterprise Campus development plan
  - Initiate plans to rezone the Northeast Campus
  - Initiate the planning phase for the Business Accelerator facility

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